CITY OF CRANBROOK
2013 annual report

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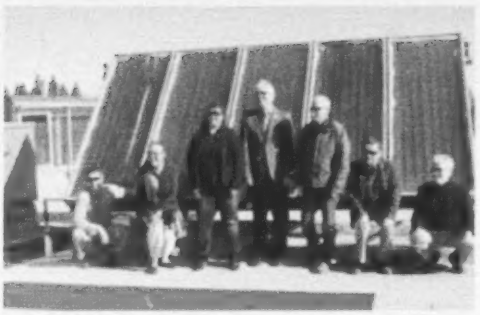
DECLARATION AND IDENTIFICATION OF DISQUALIFIED COUNCIL MEMBERS

In accordance with Section 98(2)(e) of the *Community Charter*, there were no declarations of disqualification made under Section 111 of the *Community Charter* in the year 2013.



City of Cranbrook Overview

Cranbrook is a "real Canadian City", set in a spectacular landscape that enjoys an ideal Canadian climate; hot summers, snowy winters and blue sky.

Located in what is known as the Rocky Mountain Trench with the Rockies to the east and the Purcell Mountains to the west, Cranbrook is the largest municipality in southeast British Columbia, and the service centre for the East Kootenay region. Cranbrook boasts a first class hospital, an education infrastructure to postgraduate level, cultural and lifestyle amenities that include a symphony and a centre for performing arts, numerous and extensive sports facilities, and a broad range of employment and business opportunities.

Cranbrook was established as a townsite in 1898 with the arrival of the Canadian Pacific Railway and subsequently incorporated as a municipality in 1905. The City resides within the traditional territory of the Ktunaxa First Nation and is blessed with some of the most spectacular scenery to be found.

Cranbrook named newest BC Solar Community

The City of Cranbrook is officially the 33rd Solar Community in British Columbia, following an announcement by SolarBC at the Canadian Rockies International Airport on Earth Day 2013.

The announcement was made on the roof of the airport terminal building where solar panels are preheating the water for use inside the facility – a successful City solar project that has been in operation since October 2012.

"Cranbrook receives an average of 2228.6 hours of sunshine annually, more than any other city in British Columbia" said Mayor Wayne Stetski. "Nationally, based on Environment Canada's airport weather stations, we rank 13th for sunshine, just behind Winnipeg and just ahead of Kamloops. Being recognized as the sunniest city in BC is important for tourism and for future economic development based on alternative energy opportunities, and is one more reason to celebrate living in this great city."

2013 City Council

Councillor
Sharon Cross

Councillor
Angus Davis

Councillor
Denise Pallesen

Councillor
Diana Scott

Councillor
Gerry Warner

Councillor
Bob Whetham

2020 Vision Statement

In the Year 2020, the dynamic City of Cranbrook
proudly welcomes the world to Southeastern British Columbia,
the Kootenay region and the Canadian Rockies.
As the major transportation hub,
national and international visitors travel to Cranbrook
to access the region's world class recreation facilities,
utilize Southern British Columbia's finest travel and convention amenities,
and play on the region's most outstanding tournament facilities.
Investors and entrepreneurs have consolidated the City's financial,
commercial and industrial services role.
Residents enjoy an enviable lifestyle within a safe urban environment
that provides a wealth of opportunity for individual wellness, education and prosperity.
A rich cultural fabric complements a visually attractive urban form
set in a spectacular mountain environment.
Cranbrook has assumed a strong, progressive leadership role
within British Columbia based on sound fiscal management,
smart growth development, and wise asset reinvestment.

Mission Statement

The Council and Staff are committed to the
continuing development of the City of Cranbrook
as a successful and progressive community,
and to preserving, and further enhancing
the high quality of life enjoyed by the Citizens.
Council will be responsive to concerns
and provide an informed and committed leadership.
A competent, skilled staff of high integrity will use available resources
as efficiently as possible, providing high quality services
to meet the needs and address the concerns of residents and employers.
Council and Staff will work cooperatively
with the Citizens of the City of Cranbrook,
organizations within the community, other municipalities and
other levels of government in order to achieve
the maximum benefit for the community.

A Message From The Mayor

Mayor
Wayne L. Stetski

On behalf of Council and city staff I am pleased to present our 2013 Annual Report.

I am going to start by recognizing a number of things that we seldom have to think about as citizens of Cranbrook:

- Is my drinking water clean, safe and available? Yes it is and the citizens of Cranbrook have reduced water use by nearly 15% since 2009 due to water conservation measures initiated by city staff – well done!
- Where does the used water go when it leaves my house? It goes into a nationally recognized waste water treatment process that converts sewage into growing hay crops.
- What happens if I have a medical emergency or a fire in my house? A first class Fire Department will be there for you and your family.
- When I walk to work, which I like to do, will I be safe? We have 26 RCMP officers looking after us.
- Will I wake up one morning to find an inappropriate or unsafe development being constructed on my street? No because we have an Official Community Plan with zoning, engineering, construction and bylaw standards to prevent that from happening.
- What will I do with my time outside of work? There are many indoor and outdoor recreational opportunities; amazing local, national and international entertainers performing at Western Financial Place, the Key City Theatre and the Studio Stage Door; Kootenay Ice Hockey games in the winter and the Farmers Market in the summer; and art exhibitions and workshops put on by the Cranbrook and District Arts Council...to name a few.

All of these and more are things that we seldom have to think about on a day-to-day basis because of the work that city staff do daily. We are so fortunate to live where we do when you look around the world!

What are some of the initiatives that your Councillors and I would like to highlight for 2013?

- the upgrading of the Elizabeth Lake Information Area in partnership with the Ministry of Transportation and Infrastructure, Columbia Basin Trust, the Cranbrook and District Chamber of Commerce, the Ktunaxa First Nation, Ducks Unlimited Canada and the Rocky Mountain Naturalists – just one example of a number of projects accomplished through partnerships and collaboration.
- improving mobility access for the disabled/seniors/ parents with strollers through improvements to sidewalks, automated access to public buildings and a ramp and stairlift into the RCMP building.
- establishment of the Highway 3/95 Revitalization Committee to recommend improvements along the highway through Cranbrook, which is used by 1,300,000 vehicles each year.
- the hiring of an Energy Manager, cost shared with BC Hydro, to make our city more energy efficient.
- completion of road and sidewalk improvements to 14th Avenue, including the introduction of bioswales, bicycle lanes, benches and garbage containers.
- undertaking a charette to involve the public in coming up with ideas for the short and long term uses of City owned buildings in downtown Cranbrook.
- beginning implementation of the recommendations from the Barriers to Business report I requested from the Cranbrook and District Chamber of Commerce.
- approving three new bylaws through extensive public consultation – the Building Bylaw, the Sign Bylaw and the Sea Can Bylaw.
- updating our Official Community Plan to add new sections referencing the city's Integrated Community Sustainability Plan and the Growth Management Study, and adding new policy direction for municipal boundary expansion and sustainable land use.
- donating a city lot to help realize Cranbrook's first Habitat for Humanity housing project.
- strengthening the relationship between youth and our community by encouraging the development of a Youth survey and a municipal Youth Committee, and supporting funding for youth led projects.
- working with our Communications Officer to upgrade the City of Cranbrook's website.

While your Mayor, Council and city staff have a large impact on the quality of life in Cranbrook it is YOU, the citizens, who really make this a great place to call Home. Your willingness to volunteer, to contribute financially to many worthwhile causes, and the care that you demonstrate for one another and for the community on a daily basis is truly what makes our city of 19,319 citizens special. On behalf of all of us, your municipal leaders and city workers, Thank You!

Wayne L. Stetski

Mayor Wayne L. Stetski

Canadian Rockies International Airport

The financial approach in 2013 was optimistic yet cautious, projecting a moderate profit to grow funds required to execute the Five Year Capital Plan. The airport followed through on the commitment to closely monitor regional trends and ensure both profit centres and revenue opportunities were maximized, while taking a responsible approach to the financial management of all expenditures. As a result, the region and its partners have an operating airport that remains financially stable and self-sustaining, adopting a long-term strategy of responsible planning towards growth and development of both aeronautical and non-aeronautical business. One of the most significant highlights from 2013 is the 4% growth in passenger traffic over previous year, totaling more than 117,000 passengers, making 2013 the busiest year to date.

The airport management team developed six strategic objectives for 2013: air service growth, maximize revenue opportunities, enhance customer satisfaction, financial stability, airport development and growth and enterprise risk management. Actions to support our objectives included multi-media marketing activities, social media rebranding and new website, the implementation of passenger surveys, airline meetings in Canada and the U.S., as well as continued work toward growing the visitor economy, now with representation from the Airport Manager on the Board of the Tourism Industry Association of BC.

Setting the stage for future commercial development and creation of economic opportunities, an Airport Industrial Land Use Plan was completed in late 2010 resulting in the re-zoning of 52 acres of Airport Lands in 2012. In 2013 we progressed to the marketing stage and have begun to capture the interest of potential anchor tenants looking to establish within the 52 acres of developable Airport lands.

Outcomes of the Air Service Development Plan included route expansion meetings with three international and four domestic airlines. These meetings resulted in stronger relationships and growing interest from two U.S. carriers. Pacific Coastal Airlines initiated daily direct air service to Victoria in October and launched daily (except Saturday) direct non-stop service to Kelowna.

British Columbia watched with excitement and high hopes as WestJet rolled out its new regional air carrier, 'Encore'. For years Cranbrook YXC has been working to gain market attention from WestJet and with the launch of WestJet Encore and the addition of Bombardier Q-400 aircraft to their fleet, we were optimistic to welcome Encore to the Kootenay in 2013. In reality, the airline's expansion has been more conservative than we had hoped and we are still in the courting process, nurturing the relationship with Encore and striving to grow the airport's eastbound passenger numbers to create an even more compelling business case for Encore to serve Cranbrook YXC. To this objective we maintain positive, as 2013 was the busiest year ever at the airport, serving over 117,000 passengers. The airport continues to be served by Air Canada Express and Pacific Coastal Airlines. We are striving to be the region's airport of choice.

About the Airport

The Airport's vision is to provide affordable and competitive travel options to an increased domestic and international market, while continuing to contribute to the economic growth and diversification of the region. The Airport's vision also works to serve the region by aiming

to become the airport of choice and to provide the City of Cranbrook with a safe, friendly, clean, efficient and profitable airport with a local sense of place.

Since 1997 the City of Cranbrook has contracted the management and operations of the airport, which has proven to be an effective and positive relationship. The Airport Management Agreement provides for the management and staffing of the airport including commercial lease management, financial management, administrative support, airport operations, airport maintenance, airport marketing and public relations. All capital funding is approved by the City of Cranbrook and funded through the Airport Operating Fund and/or the Transport Canada Airports Capital Assistance Program.

2013 Highlights

- Design specification and grant application preparation for an airfield electrical upgrade
- Condition assessment of concrete apron
- Repaving of the asphalt portion of the apron
- Purchase of a skidsteer pickup sweeper for parking lot spring cleanup
- Replacement of restaurant equipment
- Replacement of rooftop solar heaters and booster installation
- Fire-pump inspection and refurbishment
- Wood paneling replacement to correct delaminating surfaces in the terminal building
- Installation of flag poles and flower gardens
- Supply and installation of an electronic runway condition reporting system

2014 Major Initiatives:

Pending City approval, Capital Plan to include:

- Final design and construction of airfield electrical upgrade, pending ACAP approval
- Repair cracks in concrete apron: engineering, construction and project management
- Repair approach lighting system
- Replace restaurant exhaust fan
- Purchase new security computer, new security camera software, and new HVAC computer
- Install centre sidewalk and airside grass

2015 Major Initiatives:

- Pave overflow parking areas to increase capacity; includes lighting installations
- Replace John Deere garden tractor, Sweeper and Belly Mower
- Repave Airport Access Road
- Water system maintenance
- VHF radio replacement

Corporate Services

The Corporate Services department provides overall corporate administrative functions including support to Mayor and Council, fulfillment of statutory requirements, records management, coordination of contracts/ agreements and property dispositions. Corporate Services is also responsible for planning for overall community development and the use of public transit.

Corporate Services staff oversees and maintains corporate records and communications while also providing support to the Mayor, Council and its Committees. This includes preparation and distribution of Council Agendas and the recording of Council Minutes as well as responsibility for the safekeeping of the minutes of the various select and standing Committees of Council.

Corporate Services staff is responsible for administering oaths, taking affirmations, affidavits and declarations as required by the Community Charter, Local Government Act and other legislation affecting the municipality. Other administrative functions include certifying copies of bylaws and documents as well as accepting notices and documents required or permitted to be given to, served on or otherwise provided to Council or the municipality.

Corporate Services also receives and coordinates responses to requests for information under the Freedom of Information and Protection of Privacy legislation as required.

Community planning and development services, policy and research, public transit and City land sales, leases and agreements also fall under the responsibility of Corporate Services, along with bylaw enforcement and business licensing.

Corporate Services coordinates the general local elections of Council and School District No. 5 as well as processes requiring elector approval by referendum or alternative approval process.

Positions within Corporate Services include: the Director of Corporate Services, Municipal Clerk, Communications Officer, Community Planners (one permanent Senior Planner position and one temporary Community Planner position), Policy Analyst, Bylaw Services and Licensing, Parking Meter Attendant, Executive Assistant to the Mayor, Executive Assistant to the Chief Administrative Officer and an Administrative Assistant.

2013 Highlights:

Communications

- City website revamp project including corporate site, Western Financial Place, Crimestoppers and Christmas in the Rockies
- Development and production of Highway 3 south entrance at Elizabeth Lake information kiosk panels and grand opening public event
- Re-instated the City of Cranbrook utility bill insert policy
- 2013 Low Flow Toilet Rebate program
- 2013 Water Conservation education program
- 2013 Urban Deer population reduction program
- 2012 Annual Report coordination and production
- Fire Safety education plan (in conjunction with Fire & Emergency Services)

- Template update for the weekly City of Cranbrook half page information insertions

Planning and Development

- Comprehensive amendment of Official Community Plan (OCP) (Community Sustainability, Growth Management, Environmental Protection, etc.)
- Land Use Applications Bylaw - Development Approval Information requirement to enable assessment of development impact in Joseph Creek Development Permit Area
- New Sign Bylaw adopted
- Designation of Development Permit Area for Canadian Rockies International Airport to ensure quality of development
- Zoning Bylaw Amendment for use of Shipping Containers
- Miscellaneous Zoning Bylaw Amendments (day care definition, gas stations in C2 – Highway Commercial Zone, accessory buildings in Neighbourhood Commercial C-3 zone, social services/daycare in P-3 zone, RV repair in C2 – Highway Commercial zone)
- Civic Centre Workshop (City Hall Block - Design Charrette) to gain public input for guiding the future use and development of City property in and around City Hall
- Official Community Plan and Zoning Bylaw Amendments for historic Elko Railway Station
- Slaterville Neighbourhood – Street intersection improvements at 4th Street and Hurry Avenue
- Initiated review of Residential zoning in Slaterville neighbourhood
- Review and recommendation for development related applications (Zoning, OCP, and Development Permits, Development Variance Permits)

Bylaw, Policy and Research

- New Building Bylaw
- Leisure Services Fees Amendment Bylaw
- On-going work on Municipal Ticketing Information System (MTIS) Bylaw including adjustment of schedules of fines for related bylaws (e.g. Fire Services, Erosion and Settlement Control, Building Bylaw, Parking Meter Bylaw, Streets and Traffic Bylaw, Animal Control Bylaw and Noise Bylaw with consideration for proposed Bylaw Adjudication Bylaw)
- Review of Agreements as required

Public Transit

- Worked with BC Transit in completion of Service Review

Records Management

- 2013 Records Destruction per Retention Schedule - Records Management System
- Records Management Integration - Electronic File Directories implemented in Corporate Services

Energy Management

- Temporary position of Energy Manager created in cooperation with BC Hydro

- Conversion of City documents (e.g. Bylaws, Council Agendas, City policies) to searchable electronic format to improve information access and management
- Public Information Management – update of City forms (e.g. applications) to create consistency in format and to allow user to electronically complete the form

2014 Major Initiatives

Communications

- Urban Deer Management public survey
- Urban Deer Education program
- 2014 Low Flow Toilet Rebate program
- 2014 Water Conservation education program
- 2013 Annual Report coordination and production
- Completion and adoption of City of Cranbrook Social Media policy
- City website Event Calendar policy
- Council highlights e-newsletter
- Anti-littering education campaign

Planning and Development

- Review and recommendation for development related applications (Zoning, OCP, Development Permits, Development Variance Permits) and referrals
- North Sector Plan
- Review of Downtown Development Permit guidelines
- Review of Parking regulations
- Review of Zoning regulations for Slaterville
- Zoning for medical marijuana production
- Report on Civic Centre Workshop (City Hall Block) and next steps
- Slater and Briar Intersection (with Engineering Department)
- Sustainability Survey – Quality of Life

Bylaw, Policy and Research

- Election and Referendum
- Complete Municipal Ticketing Information System (MTIS) Bylaw and other related Bylaw amendments (e.g. Fee Schedules)
- Complete Bylaw Adjudication Bylaw
- Asset Management Policy
- Parking Meter Repeal Bylaw
- Cemetery Bylaw Amendment (Mausoleum)
- On-going Bylaw and Policy Review on priority basis
- Committee maintenance (e.g. Recruitments, Terms of Reference)

Records Management

- On-going Corporate Records Management
- 2014 Records Destruction per Retention Schedule

- Initiate Use of Electronic File Directories in all City Departments

Public Transit

- Implementation of recommendations of Service Review
- Liaison with BC Transit

2015 Major Initiatives

It is anticipated that there may be a carryover of some of the major initiatives between years as well as the addition of new projects and priorities as they are identified through the course of 2014 and 2015.

Communications

- 2015 Urban Deer Education Program
- 2015 Low Flow Toilet Rebate Program
- 2015 Water Conservation Education Program
- 2014 Annual Report coordination and production

Planning

- Urban Agricultural Plan (basic plan to deal with community gardens, chickens or other urban agricultural ideas)
- Commercial and Industrial Development Strategy
- Comprehensive review of Zoning Bylaw

Bylaw, Policy and Research

- On-going Bylaw and Policy review on priority basis

Records Management

- Provide ongoing Records Management support and training
- Implementation of electronic Records Management System

Cranbrook Public Library

2013 Highlights:

Freshening Up
When the facility was converted to a library space in 2006, the public washrooms were left largely unchanged. This changed in 2013 when the washroom renovations got underway. Rather than a cosmetic update, the renovations involved a full redesign based on the past 7 years' experience. Access to the new washrooms are via a corridor off the main entranceway, separate handicapped and children's washrooms, automatic fixtures and doorless entryways into the men's and women's washrooms. The City of Cranbrook's Public Works Department undertook the actual renovation work, which started in December.

The Social Library
As the popularity of eBooks continues to grow, along with the use of mobile technology, the Cranbrook Public Library focussed on developing its online presence and services further. The Facebook page: www.facebook.com/CranbrookPublicLibrary, is a great place to learn about upcoming events, new releases and participate in fun contests.

With more people than ever asking questions about how to use their mobile devices, the Library saw a need to invest in building its capacity to help them out. Through the support of the Friends of the Cranbrook Public Library, we developed a gadget bar featuring some of the most popular devices and platforms people use to access the Library's online services. The devices include the Kobo Arc, Kindle Fire, Samsung Galaxy 3, iPad Air and Windows Surface Pro tablets. Staff will use these devices to provide interactive mobile reference services and to help answer eBook-related questions, both within the library and the community.

EBook borrowing now accounts for almost 5% of the total number of items borrowed from the Library. People can now access eBooks directly from the Library's catalogue if they want rather than having to go to the Library-To-Go website. Cover art, book reviews and summaries also were added to the catalogue to give people more information about material in our library.

Programs for Everyone
Libraries in North America and beyond are building a new vision of what library service looks like in an environment where they fulfill the role of the third place in a community, an informal meeting place where people gather to share ideas through conversation and exploration.

The Cranbrook Public Library seeks to encourage those types of interactions through the programs it provides to people of all ages from all walks of life. Toddler Storytime, Preschool Storytime and the Summer Reading Club are long-running and perennially popular programs for children. An evening Family Storytime was added to the mix in September 2013 as a way to support the integral role parents play in the development of their child's early literacy skills. Introduced in February 2013, the Reading Web, which takes place on a monthly basis on a Saturday, offers a range of fun literacy-based crafts and activities for school-aged children.

To reach out to newcomers to our community, the Library is participating in the Welcoming Communities project being spearheaded by the Columbia Basin Alliance for Literacy and involving a number of non-profit agencies in Cranbrook and Kimberley. Activities included a table at the Cranbrook Farmers Market to raise awareness of the Library's resources for newcomers and residents interested in learning more about

different countries and cultures; Service Cafés to connect newcomers with local service providers; and two Human Book programs where people could come to the Library to 'borrow' a person for a half-hour conversation.

The Library's partnership with the Columbia Basin Alliance for Literacy (CBAL) continued in 2013 to offer several free six-week computer basics courses for seniors in the spring and fall. The course covers topics ranging from how to get started on a computer to sending emails and searching the Internet. At the end of each class, seniors got the opportunity to socialize with each other and learn about books on a wide range of topics during the Make Friends with a Book tea social. In addition, people could sign up for a one-on-one session to get assistance with any computer or technology-related questions they had. For example, one person brought an iPad still in its packaging with the question, 'What can I do with this?' At the end of the session, they were downloading eBooks and emailing their family.

In total, the Library offered almost 300 free programs to the residents of Cranbrook and RDEK Area C. Author readings by CBC personality Grant Lawrence, One Book One Kootenay winning author Deryn Collier and interior designer Kate Bridger were all well received, as was the Summer Reading Club for adults and 45 Books in 45 Minutes.

Planning for the Future

The Library Board decided to establish a Cranbrook Public Library Foundation under the auspices of the Cranbrook & District Community Foundation. In August and September, Hot Shots Café donated a portion of the sales of their featured drink to the initiative, which was followed in December with the Kootenay Roasting Company creating a special Fireside Reader's coffee roast for people to enjoy those long winter days. Fundraising will continue into 2014 as the Library Board seeks to raise the $10,000 necessary to establish the Foundation.

2014 Major Initiatives

The Cranbrook Public Library will continue to redefine its role to become a place where people come to explore and share ideas while still providing a broad selection of books, videos, magazines and more for people to borrow. Specific areas of focus in 2014 include efforts to:

- Open the fully renovated public washrooms
- Develop a plan to utilize the space created during the washroom renovation for either a cafe or a public space for the Friends
- Work with CBAL to offer a series of memoir writing workshops for seniors
- Create online tutorials for the Library's online services, link to tutorials provided by software vendors and market events on our website and Facebook page plus pursue more paid advertising to create continuous visibility of the Library's offerings in the community
- Conduct a feasibility study on the development of a mobile branch, the logistics and its scope of services, that leads to recommendations on whether to proceed with the project
- Engage the services of a change management consultant to create a process to centre our work on the patron so we can more responsively adapt to the changing needs of our community

2015 Major Initiatives

- Change the front desk's primary function from circulation services to customer service by implementing a self-service checkout and checkin system.
- Seek out a local business to develop a plan to provide high-quality café services.
- Develop at least one outreach program for each targeted currently underserved group including seniors, the business community and marginalized members of our society.
- Develop a mobile branch to provide regularly scheduled library services to communities in Area C and neighbourhoods in Cranbrook.
- Actively build the Library's social media presence to engage with people and inform them of programs and services.

Economic Development

The mandate of Economic Development for the City of Cranbrook focuses on developing a diverse and resilient economy for the city and surrounding area. Specifically Economic Development aims to:

- create a healthy and vibrant business environment
- "weather-proof" our community's economy
- support the creation of stable good jobs

Specific areas of activity undertaken as part of the City's Economic Development efforts include:

- business retention, expansion and attraction
- identification and development of strategic economic infrastructure, including downtown revitalization
- provides general and targeted community marketing (including tourism), industrial land and airport lands
- promotion and brokering of economic opportunities
- economic planning, research and liaison functions with local and senior government partners

In undertaking Economic Development the City recognizes the important role Cranbrook plays as a regional service centre. As such, many of the Economic Development initiatives undertaken by Cranbrook are done from a collaborative perspective with our neighbouring communities in mind. The City's economic function is also intended to assist the City to deal effectively with increasingly complex economic development issues.

Administrative responsibility for Economic Development is assigned to the Business & Economic Development Manager (also referred to as the Economic Development Manager or Officer) who reports directly to the Chief Administrative Officer.

Broad direction for the Economic Development Manager's efforts is provided through the City's 2010 to 2014 Economic Development Strategy. This direction is complemented by input provided through a ten-person economic development advisory committee established in 2011. The advisory committee is a select committee of Council and consists of: one member of City Council, one representative from the public education sector, one representative from the Cranbrook & District Chamber of Commerce, one representative of the Downtown Business Association and six members at large representing various sectors of our economy.

2013 Highlights:

- Undertook official visits to the cities of Wonju, Republic of Korea; and Taicang, Peoples Republic of China; for the purposes of fostering economic / trade / cultural ties between Cranbrook and Asia
- Hosted senior officials from Taicang's largest import company visiting Cranbrook and area to investigate opportunities for importing BC forest products to China.
- Launched Cranbrook's presence on the national on-line business information portal "BizPal". BizPal helps businesses navigate the various permitting processes at the federal, provincial and municipal levels

- Carried out a variety of activities as part of the "Removing Barriers to Business" initiative undertaken with the Cranbrook & District Chamber of Commerce
- Compiled data from the 2011 Census, 2011 National Household Survey (NHS) and other sources to update the Community Profile on the province's investment website "InvestBC"
- Commenced review of the 2010-2014 economic development strategy. A series of three focus groups were held in late 2013. Updating of the strategy is scheduled for completion in spring 2014
- As part of the City's efforts to support alternative energy, completed a feasibility study for a small, wood-fed district heating system for possible advancement should infrastructure funding come available
- In cooperation with our regional partners, continued efforts in the development of biomass energy sector including research efforts with a private partner to establish an export scale bioenergy production facility
- Supported the Business Retention & Expansion (BR&E) survey undertaken as part of the Manufacturing & Technology Sector (MATS) study work being carried out by Kootenay Rocky Innovation Council (KRIC) and the Columbia Basin Rural Development Institute (CBRDI). This was a pilot exercise for Cranbrook as part of a broader effort to advance a more comprehensive BR&E program for Cranbrook
- Sponsored two workshops for small business: KRIC's "Basin Blender" for innovation companies and BDO's "Succession Planning" for entrepreneurs and small business owners
- Targeted work to improve industrial land utilization continued including repurposing of the old land fill on Hwy 95A, the old mill site on Theatre Road and the Airport Industrial / Business park lands
- Targeted print marketing in: Invest BC, Speaking of Impact, Riders West/SnowRiders, Kootenay Rockies 2013 Travel Guide, Soar (Pacific Coastal' s inflight magazine) and Okanogan Air Travelers' magazine
- Sponsorship of the Rotary Club's Kootenay Gran Fondo cycling event including undertaking a social media marketing campaign through Festival Seekers
- In partnership with the Government of BC and BCEDA continued to promote "Opportunities BC". The site enables the listing and promotion of local business investment and commercial property opportunities to provincial, national and international investors and entrepreneurs
- Continued work to improve deployment of the Municipal Fibre-Optic Broadband Network and investigate partnerships with FlexiNet owned by the Ktunaxa Nation Council (KNC) and the Columbia Basin Broadband Corporation (CBBC) owned by the Columbia Basin Trust. As part of these efforts, hosted in partnership with the KNC, the first regional broadband forum for enhancing regional broadband services
- Worked to secure suitable tenants for the old fire hall on 11th Avenue South

2014 Major Initiatives

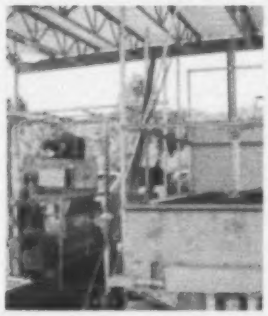
Under the current 5-year strategy 2014 is a transition year for tidying up existing projects as new initiatives are developed and brought on-board. In 2014, work planned under Economic Development will include:

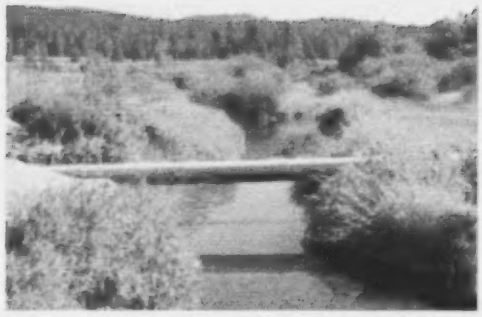
- Complete the updating of the Economic Development Strategy
- As part of the "Removing Barriers to Business" initiative, work on specific projects in partnership with the Chamber of Commerce, Downtown Business Association and other business interests, to improve Cranbrook's competitive position and business climate
- Upgrade the City's economic development web page and upgrade the Cranbrook smart-phone app to improve its use and functionality
- Release a new suite of promotional products including: a print version of the community profile and a Doing Business in Cranbrook information kit
- Continue development of the Business Retention, Expansion & Attraction program with introduction of a simplified data collection / interview tool called Business Walks
- Develop a mobile business licence in partnership with the Province and neighbouring communities
- Targeted print marketing in 2014 will focus on a limited number of specific publications including: Invest in BC, 2014 Travel Guide, RidersWest / SnowRiders, Business in Focus and Speaking of Impact magazine
- Improve utilization of existing industrial lands including: redevelopment of the old mill site, repurposing the Hwy 95A landfill site and securing a private partner for developing the Airport Industrial Park
- Formalize the city-to-city relationship with Wonju, Republic of Korea and advance the relationship with Taicang, China to realize new trade and investment opportunities
- Continue the City's efforts in biomass / alternative energy with the aim of securing investment capital and grants in 2014 to begin facility development
- Continue discussions with CBBC and KNC for advancing the Municipal Fibre-Optic Broadband Network and enable access to the network for private business and other agencies
- Support the Chamber of Commerce's efforts to establish a dedicated tourism marketing organization

2015 Major Initiatives

An update of the 5 year Economic Development strategy will be rolled out in 2015. As part of the updated strategy, work in 2015 will include:

- Develop new opportunities for Cranbrook's manufacturing / industrial sector and strengthen the existing sector
- Advance the growing interest in development of an alternative energy sector
- Advance development of the airport industrial commercial park
- Grow Cranbrook's opportunities in tourism
- Continue efforts to revitalize the downtown core





Engineering Services

Engineering Services Department provides capital planning for, and management of, all City owned linear infrastructure assets including design and contract management of linear infrastructure improvements and expansion. The department maintains record information for reference purposes and maintains current comprehensive information on infrastructure asset condition. The City GIS systems are continually updated and maintained by the department for use and reference by all departments. Building inspection services are provided by the department and are legislated under the BC Building Code. The department administers sales of interment lots and associated records of interments in City cemeteries. All new land developments within the City are managed and administered through the department as the approving authority, including development cost charges. The department provides traffic engineering services and provides general engineering advice to Council, City Administration and the public.

The overall management of Engineering Services Department is provided by the Director of Engineering Services/City Engineer. The department's service responsibilities are provided by a total staff of eight: Director of Engineering Services/City Engineer, Municipal Engineer/ Approving Officer, Administrative Assistant, Project Manager, Construction Compliance Technologist, GIS Coordinator, Building Inspector and the Engineering Clerk/Assistant Approving Officer.

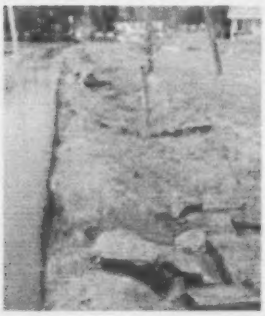
In addition to responsibility for the overall management of the Engineering Department, the City Engineer is also responsible for approvals and administration of all new land development within the City. The Municipal Engineer/Approving Officer is responsible for design work related to City infrastructure, policy and procedure development, subdivision approval, construction contract administration and provides department management in the absence of the Director of Engineering Services. The Project Manager has primary responsibility for construction/contract management of capital works. This position also advises the Cranbrook in Motion Committee on street and traffic operations on an as-requested basis. The Construction Compliance Technologist is responsible for inspection compliance related to construction of future City infrastructure assets within new land developments and the issuance of road occupancy permits. The GIS Coordinator is responsible for development and maintenance of City GIS systems. This position also develops GIS application policy and training needs to ensure City staff are proficient in the use of GIS systems. The GIS Coordinator and the Engineering Clerk coordinate with outside agencies to resolve and update any addressing issues within the City. The Building Inspector, assisted by the Engineering Clerk, processes, reviews and issues building permits for all buildings and structures constructed or altered within the City. This ensures that the construction or alterations provide for the safety of the public by meeting standards as set out in the BC and National Building Codes and the related guidelines. The Building Inspector also reviews applications and issues permits for all new or altered signs within the City, ensuring compliance with City bylaw requirements. The Engineering Clerk also provides support to the Approving Officer in processing subdivision applications within the City. The Engineering Clerk also assists applicants with questions concerning the development and building permit application process. The department's day-to-day administration, records management

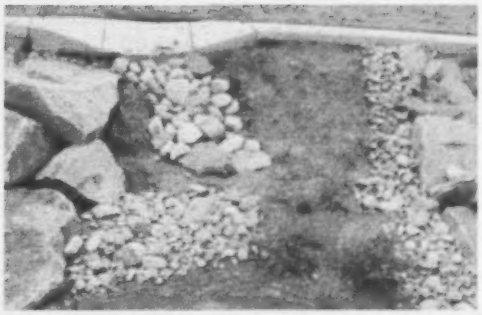
functions and reception duties are provided by the Administrative Assistant. This position also maintains records of the City cemeteries interment plots and administers the sales of plots on a demand basis.

The Engineering Department staff act as liaisons to various committees. The City Engineer and the Engineering Clerk attend the Environment and Utilities Committee meetings where the City Engineer provides information and feedback to the committee and the Engineering Clerk provides administrative support. The Engineering Clerk also attends, organizes and provides administrative support to the Board of Variance committee. The Municipal Engineer attends the Highway 3/95 Committee to provide information, feedback and support.

2013 Highlights:

The four year, $30,000,000 Wastewater Treatment and Disposal Improvement Project was fully completed and commissioned in June of 2013 and will provide the City with 20 to 25 years of growth capacity. The system in total achieves a high quality treated effluent that meets or exceeds all current provincial and federal government criteria for application of treated sewage to land or discharge to surface waters. Cranbrook is one of a few communities across the country that now meets federal environmental guidelines as published in 2010. Upgrade work comprised of 16 different and unique components within a complex and detailed sewage treatment and disposal system ranging from construction of a new treated effluent storage pond (Pond #3 - a 1,000,000 cubic metre facility) and centralized computer control of spray irrigation equipment (28 irrigation pivots over 2500 acres of irrigated lands – all spray operations can now be controlled from a Smartphone) to the installation of a 550 mm diameter outfall pipeline from the site to a sewage diffuser structure located on the bed of the Kootenay River. Upgrading also included the construction of two UV disinfection facilities, upgrades to the existing main irrigation pump station, upgrades to and expansion of a sewage transfer pump station located at the sewage treatment facility within the City (three cell lagoon facility), installation of a trash screening unit upstream of the transfer pump station, installation of high efficiency aeration systems within the three sewage lagoon treatment cells and within one of the large treated sewage effluent holding/storage ponds at the spray irrigation site together with high volume air blower stations to supply air to the aeration systems and a comprehensive supervisory control and data acquisition system (SCADA) designed to permit remote operation monitoring and process control to sewage treatment and disposal operators. Completed in 2012 was the replacement of 5.2 km of a 9 km transfer pipeline between the treatment lagoon facility in the city and effluent storage/holding ponds at the spray irrigation site. The pipeline replacement also included installation of 24 combination air/vacuum release valves strategically located along the pipeline to control transient internal air and vacuum conditions to ensure that pipe integrity and design flow conditions could be achieved. The project has been recognized for its sustainable excellence by the BC Association of Professional Engineers and Geophysicists (2012) and the Federation of Canadian Municipalities (FCM – Green Sustainability Award 2012). The department will now focus on leveraging the city's sewage disposal facility as a Centre of Excellence related to the study and development of improved sewage to land applications through associations with private sector and public





educational institutions seeking opportunities for post graduate research into sewage to land applications and technology and development of pilot installations to develop better treatment outcomes and expand associated science of sewage treatment processes.

The Capital Roads Program successfully completed another phase of the planned reconstruction of 14th Ave South between 13th Street and 17th Street South. This included the installation of improved storm water systems, sewer systems, street lighting improvements, sidewalk reconstruction, installation of a multiuse pathway and the storm water bioswale to improve the aesthetics of the street and to greatly reduce the storm water flow and velocity. This work on 14th Avenue included the paving of the top lift on the section from 12th Street to 13th Street South (Phase 2 completed in 2012). This work also included the installation of LED street lights from 10th Street to 17th Street South.

The frontage road on the north side of Cranbrook Street/Highway 3/95 was reconstructed in 2013. This section was from the Kootenay Granite building to the new Denham Ford building. This included the installation of improved storm water systems (catch basins and dry wells), sewer main extension, sidewalk installation, and landscaping to improve the aesthetics of the street. Solar powered controls were installed for the irrigation system.

Other work included the repaving of Kootenay Street North from Victoria Avenue to 18th Ave North; sidewalk replacement on 4th Street South from 13th Ave to 14th Ave; sidewalk replacement on 13th Ave South from 1st Street South to 2nd Street South; re-grading the alleyway east of the Fire Hall and adjusting the catch basin to improve drainage and stormwater flow; stormwater and drainage improvements were undertaken at 7th Street Northwest, this included the installation of 3 dry wells and perforated pipe to capture stormwater runoff that had been creating significant issues at this location; stormwater and drainage improvements were undertaken at 11th Street South and Innes Avenue, this included the upgrading of catch basins, manholes and outlet piping at the corner of the two streets. It also included rehabilitation of the outlet stream leading to Elizabeth Lake with approvals granted by the Ministry of Environment.

The Engineering Services Department worked with Leisure Services on the continuation of the planning for a pathway linkage from the termination of the NorthStar Rails to Trails pathway (that ends at McPhee Road) to connect with the Rotary Trail pathway system within the City of Cranbrook. Paving of the portion running from Cranbrook Street/Highway 3/95 to Kokanee Crescent was completed in 2013.

A total of 207 building permits were issued in 2013, with a value of $19,591,233. There were three subdivision applications in 2013.

To further progress the CityWorks program and increase awareness among staff, training sessions were held at the Fire Hall in July 2013 and January 2014. Corporate Services and Bylaw staff were the focus of these training sessions, increasing our active CityWorks users to 43 throughout the City. The number and types of service requests have been increased to include the Bylaw Department, Building Department, and Corporate Services. The goal is to use CityWorks to track and record all service requests coming into the city. We have also expanded the CityWorks program to include a

work order system which will be utilized by the Public Works staff. Consultants and City staff met in September 2013 to discuss what was needed from the system in order to work for Cranbrook Public Works staff and managers. The next five months were spent configuring the system to create a program that would specifically meet the needs of our staff. The majority of this configuration work was completed by February 2014. We are currently in the testing phase of the system and plan to go live in the spring of 2014.

Efforts to improve the city's GIS database have also continued. Using GPS Trimble units, Public Works staff collected all of the data on traffic lights and street lights, so these assets can now be viewed using our online mapping systems (CityWorks/Geocortex). Plans to collect additional data are being made for the spring and summer once weather conditions are appropriate. The OCP and zoning layers from the Planning Department have undergone a considerable amount of review to ensure accuracy. They have been converted from AutoCAD to ArcGIS feature classes so that they can be included as a part of our GIS data central system. The most up-to-date zoning and OCP information can now be viewed by everyone in the City through the online mapping systems. Aerial imagery was flown in the summer of 2013 over the spray irrigation site to capture the construction of Pond 3 and associated infrastructure. This updated imagery can be viewed using the online mapping programs.

2013 Engineering Highlights also include:

- Continue to build out linear infrastructure asset databases, (replacement unit costs, lengths, diameters, age etc.)
- Continue to build a robust priorities-based capital planning model to develop most cost effective capital rehabilitation strategies to reduce infrastructure gap (deficiency backlogs) based on Council set levels of service objectives
- Developed succession plans for Engineering Services staff
- Completed and started implementing the Drainage Study recommendations
- Undertook comprehensive roadway corridor assessment for capital roads planning purposes during period 2014 – 2018
- Finished comprehensive asset management investment planning model (AMIP) and Consolidated 15 Year Asset Management Plan
- Prepared audit of new wastewater treatment and disposal systems per MOE direction
- Implemented new Building Bylaw to incorporate 2012 BC Building Code requirements and to reflect current practices
- Completion of Idlewild Dam Inundation Study
- Constructed three water monitoring wells at recommended locations within spray irrigation lands

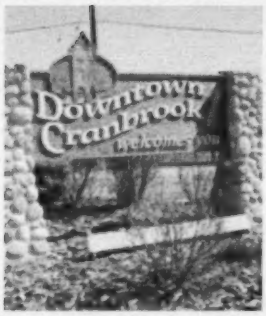
2014 Major Initiatives

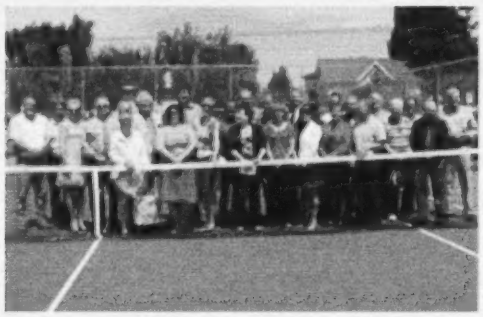
- Continue development of GIS system
- Continue succession planning
- Complete robust self administered in-house integrated capital planning model/tool to enhance city capital planning ability

- Enhance control of new land development compliance with city bylaws and reduced carbon footprint objectives as outlined in OCP and ICSP and evolving provincial policies
- Complete and implement Drainage Study recommendations
- Initiate CityWorks PLL system
- Develop asset management infrastructure financial model (AMIFM) to supplement integrated capital planning model
- Provide technical liaison function to Environment and Utilities Committee
- Complete registration and update permits of wastewater disposal systems under Municipal Wastewater Regulation (BC Wastewater Management Act)
- Assist Public Works with refurbishing of three deep water supply wells and seek water permit amendments to ensure proper well maintenance program is maintained
- Review Subdivision and Development Servicing Bylaw for currency
- Prepare Integrated Infrastructure Capital Planning, including water, stormwater, and sanitary sewer master plans
- Roll out CityWorks software
- Complete design work for 2nd Street South corridor
- Dredge the Idlewild Dam reservoir to remove silt deposits
- Upgrade and rehabilitate Idlewild Dam to meet requirements set by Ministry of Forests, Lands, and Natural Resource Operations

2015 Major Initiatives

- Complete new Development Cost Charge Bylaw
- Continue development of GIS System
- Provide technical liaison function to the Environment and Utilities Committee
- Revise and update standards with a Subdivision and Development Servicing Amendment Bylaw
- Master Municipal Plan
- Dredge Gold Creek Dam





Finance and Computer Services Department

The Finance Department administers the public financial resources of the City. The primary function of the Finance Department is to provide financial management information to City Council, staff and the public. Department personnel process daily financial and accounting transactions, implement and monitor internal control procedures, order goods and services and tender major projects.

Under the British Columbia Community Charter, the City is required to adopt a Five Year Financial Plan annually. This long-term approach to financial planning allows Council and the community to consider the impact that the current decisions will have on future financial matters. The Plan is updated each spring, prior to setting the tax rates, to reflect any changes that have occurred since the last Plan was adopted.

The Finance Department manages the Human Resources function for the Corporation including recruitment, compensation policies and practices, payroll, administration of collective agreements, educational and training programs, employee benefits, and supports a safe and healthy workplace through safety and wellness programs.

In any given year, $10 to $20 million will be spent on a variety of capital acquisitions and projects, and the repair and maintenance of the City's infrastructure. The Purchasing Division is responsible for overseeing the acquisition of goods and services and managing the disposal of surplus material in a responsible, professional and cost-effective manner.

Our IT division is committed to providing a computing environment that supports the decision making process and facilitates the use of information by staff and residents of Cranbrook.

Positions within the Finance and Computer Services Department include: Director of Finance and Computer Services, Deputy Director of Finance and Computer Services, Financial Services Manager, Financial Analyst, Tax & Accounts Receivable Clerk, Accounts Payable/ Cashier, Finance Secretary, Clerk/Cashier, Receptionist, Human Resources Manager, Compensation and Benefits Coordinator, Human Resources Clerk, Information Systems Manager, Systems Administrator, and Computer Support Specialist (Help Desk).

2013 Highlights:

Human Resources

- Three management positions within the Department were filled in 2013:
  - Director of Finance and Computer Services
  - Deputy Director of Finance and Computer Services
  - Financial Services Manager
- Recruited to various other management and staff positions across the organization, including the new temporary position of Energy Manager in conjunction with BC Hydro
- Negotiated and ratified collective agreement between the City and CUPE 2090 for the period of March 1, 2012 to February 28, 2017
- Monitored progress of Exempt staff payroll (year one) processing through new payroll software
- Prepared for implementation of Union payroll processing through new payroll software

Purchasing

- 2013/2014 Hired Equipment posting
- Conducted numerous RFPs and ITTs
- Conducted sale of Surplus Equipment
- Developed process for online
  - o bill payments and
  - o wire payments
- Developed New Employee purchasing procedures
- Review of bid (ITT/RFP) process

Finance

- Prepared Five Year Financial Plan for Council's consideration
- Prepared six month interim management review
- Prepared 2012 year-end financial review and working papers
- Prepared annual financial reports including 2012 year-end financial statements
- Oversaw 2012 year-end audit of financial statements
- Provided assistance to the Auditor General for Local Government team
- Measured and reported the City's annual carbon emissions
- Administered grant funding applications and prepared claims on several large projects including:
  - o Elizabeth Lake Project
  - o Wastewater Improvement Project
  - o Fire Mitigation Projects
  - o Cycle/Walk Trail Extension Project
  - o Airport Equipment Replacement

Information Technology

- Completed on-line ticket sales portion of the website 2nd quarter 2013
- Completed the appropriate switch and router programming for the webservers and on-line ticket sales (these are two separate projects)
- Major upgrade to on-line Ticket system 4th quarter 2013
- Initiated weather station installation at Fire Hall
- Updated City's website
- Continued work on fibre optic network – adding additional switching gear
- Assisted, where necessary, with upgrades and installation of CityWorks program
- On-going server room and Point of Presence locations security upgrades
- In conjunction with Fire and Emergency Services, began work on Digital Radio Dispatch system
- Completed and implemented the BC Ambulance Gateway Interface
- Analysis of failing telephone system at Western Financial Place

2014 Major Initiatives:

- Finalize testing and implementation of Orange Digital Human Resources Information System and payroll program for Union staff
- Conduct recruitment for Director of Engineering Services
- Implementation of "Excellence in Customer Service" training for managers and staff

- Development of an updated Respectful Workplace Policy and associated training for managers and staff
- Support the review of the City's current occupational health and safety program
- Evaluate benefits of moving to new bulk fuel supplier through UBCM program
- Evaluate benefits of implementation of budget software
- Evaluate financial statement and year-end software for implementation at year-end
- Develop bidding workshop for roll-out to vendor community
- Continue to measure and report carbon emissions, while working toward becoming carbon neutral
- Continue to actively seek out and apply for grant funding opportunities through federal, provincial and other sources
- Continue negotiations to renew building lease agreement with RCMP (current lease agreement expired December 2012)
- Initiate work to comply with PS 3260 Liability for Contaminated Sites (effective: fiscal period January 1 to December 31, 2015)
- Participate with other City departments to implement CityWorks as corporate-wide work-management solution
- Complete Weather Station installation, configuration, and implementation
- Complete security upgrades in all server rooms and Points of Presence
- Finalize implementation of new, robust e-Mail infrastructure
- Initiate Phase 2 Fibre Optic completion
- Assist with implementation of paperless agenda system
- Replace phone system at Western Financial Place

2015 Major Initiatives:

- Implement PS 3260 Liability for Contaminated Sites (effective: fiscal period January 1 to December 31, 2015)
- Review and recommend updates to Human Resources policies
- Develop and implement annual performance plans for Exempt staff
- Commence negotiations for a new collective agreement between the City and IAFF Local 1253; current contract expires December 31, 2014
- Coordinate Finance's Tangible Capital Asset module with Engineering's Asset Management system
- Review and update Reserve Fund bylaws
- Review and update the City's frontage tax bylaw and consider frontage tax options
- Complete Phase 2 of Fibre Optic completion
- Begin Fibre Optic Phase 3 documentation

Fire and Emergency Services

Cranbrook Fire & Emergency Service's mission is to provide efficient, professional emergency response and prevention services to our community. Further, we strive to build and maintain a positive work environment and support personal and team initiative in service delivery.

Cranbrook Fire & Emergency Services provides emergency service to approximately 24,000 residents within the City of Cranbrook and contract service areas within the Regional District of East Kootenay. We are a composite department consisting of 23 career and seven auxiliary members. The organization consists of the Director, Deputy Director, Secretary/ Dispatcher, four Captains, Training Coordinator, Fire Prevention Coordinator and 14 Fire Fighters.

In order to provide quality, professional services, Cranbrook Fire & Emergency Services has adopted high level training and program delivery standards. Staff are certified and trained for all programs to National Fire Protection Association Standards or Industry Best Practices, which involves approximately 800 training hours per member per year. Comprehensive training is essential to ensure WorkSafe BC compliance, maintaining insurance industry (Fire Underwriters Survey) recommendations and maintaining skill competency to safely and effectively provide the following core services:

- Provide fire protection, first responder service and emergency services to City of Cranbrook and specified regions of Area 'C' (approximately 1,631 calls annually)
- Provide vehicle extrication
- Provide Operations Level Hazmat response within our emergency response area
- Provide fire safety public education programs within the community
- Responsible for the management of the City of Cranbrook's Emergency Program
- Responsible for enforcement of the Fire Services Act of B.C. Fire Code Regulation
- Responsible for fire investigations involving fires within the City of Cranbrook
- Provide confined space rescue
- Conduct fire safety inspections on all public buildings within the City of Cranbrook (approximately 1,200 inspections annually)
- Provide dispatch services for 9-1-1 fire and emergency services for 15 Kootenay communities (1,527 incidents managed)
- Provide dispatch, working alone and after hours call out service for the Fire Department, Public Works and 15 Fire Department dispatch clients (total of 4,658 incidents managed.)
  - CF&ES emergency responses 1,631
  - Public Works 1,500
  - Dispatch clients 1,527

2013 Highlights:

- Expanded digital dispatch test model to include Kimberley, Jaffray and Baynes Lake
- All staff completed Blue Card Command training
- Modified CF&ES Emergency Incident Command & Management Model and Accountability System
- Developed a program management and compliance monitoring model for all essential CF&ES programs
- Developed and implemented a worker complaint/recommendation procedure

- Implemented BCAS gateway into CF&ES dispatch system
- Completed front area of Fire Hall landscaping
- Completed Fire Officer Level 1 certification for level 3 staff (Officer succession planning)
- Implemented electronic fire inspection system
- All staff completed Level 1 Major Scene Management Training
- Entered into a fire suppression agreement with Fort Steele Heritage Park
- Entered into a fire suppression agreement with St. Mary's Indian Band for administrative building protection
- Completed a comprehensive review and revision of all CF&ES operational guidelines
- Completed annual performance reviews for all staff
- Developed specifications for new 3,500 gallon water tanker
- Implemented a succession plan for replacement of Training and Fire Prevention Coordinator positions

2014 Major Initiatives:

- Purchase new water tanker to replace unit 1508
- Expand Fire Prevention capacity (occupant specific)
- Undertake a Dispatch Performance Review
- Expand service boundary
- Construct fire training facility
- Implement digital dispatch system for all dispatch clients
- Complete program management models for all essential programs
- Develop compliance monitoring model
- Commence development of Fire Department Master Plan
- Complete Safety Officer Certification for all incident command staff

2015 Major Initiatives:

- Commence Fire Officer Level 2 training for level 3 staff
- Commence Fire Officer Level 1 training for first group of level 4 staff
- Undertake Fire Underwriters Survey City of Cranbrook Fire Services review
- Negotiate and renew a long term Dispatch Service Agreement with the RDEK
- Implement an Asset Management Model (FDM)
- Spec new fire apparatus for replacement of engine 1505
- Undertake SCBA replacement review
- Develop performance measurement model for all fire department programs
- Review and revise CF&ES Risk Management document

Leisure Services Department

The Leisure Services Department recognizes the health and wellness benefits of our residents participating in leisure and recreation programs. The department strives to provide the best programs and facilities possible in utilizing available resources in the most efficient and economical means.

The Leisure Services Department promotes healthy lifestyles through the development of quality parks, facilities, recreation and cultural opportunities for the year round use of our citizens. It is the department's mission to provide and promote parks, facilities, open spaces and leisure programming that will enhance active living and the wellbeing of individuals and our community. Leisure Services operates and maintains three ice arenas; an aquatic centre with a leisure pool, 25 meter 8 lane lap pool, hot tub, sauna and steam room; a squash court; booking of city and school district facilities (parks, gyms, classrooms).

The Department brings world class entertainment to the community hosting major concerts and events at Western Financial Place, the premier sports and entertainment facility in the region.

Staffing Overview:

- Director of Leisure Services
    - 1 support staff
- Facilities Operations Manager
    - .5 support staff and 12 full time Arena Technicians when all positions filled (four positions are shared with Public Works)
- Events and Marketing Manager
    - .5 support staff
- Programming and Staffing Coordinator
    - 1 support staff and 3 part time and 4 casual front office staff
- Aquatic Coordinator
    - 3 Life Guards part time – Level 3
    - 2 Life Guards part time – Level 2
    - 15 Level 1 and Relief Lifeguards – casual /relief

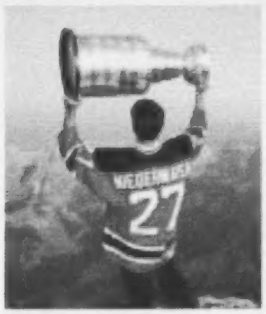
2013 Highlights:

- Completed first phase of Rotary Link to join Rotary Way to NorthStar Rails to Trails. Final negotiations on land use are underway but did delay completion of the entire linkage.
- Final surfacing/installation of nets at Mt. Baker Tennis Court. The facility was completed and the courts officially opened and are getting excellent use
- Entered into an operational agreement with the NorthStar Rails to Trails Society to maintain the NorthStar Rails to Trails
- Completed a review and update of the Leisure Services Fees and Charges Bylaw
- Revamped the PLAY summer programs which led to a significant increase in participation and revenues, while decreasing program costs

- Partnered with Rocky Mountain Naturalists to conduct ongoing trail upgrades at Elizabeth Lake/Confederation Park
- Hosted The Tragically Hip, Mixed Martial Arts, Dwight Yoakam and Alice Cooper at Western Financial Place
- Organized the Canada Day Celebrations at Spirit Square/Rotary Park and Moir Centennial Athletic Park
- Rolled out our new online ticketing system, and ticketing app on iPhone. Online sales have been received extremely well
- Certified the horizontal life line safety system
- Renewed the Curling Club agreement for a five year period
- Replaced Western Financial Place Zamboni, utilizing $25,000 Hockeyville grant towards the purchase
- Organized Operation Pitch In with local schools and groups to help clean the city
- Completed and opened the Bike Skills Park at Balment Park. Grand Opening to be held in 2014
- Unsuccessful with TD Green Streets funding application to plant trees at Kinsmen Quad Park but will re-apply in 2014
- Worked with a variety of user groups hosting activities/projects such as Farmers Market, Dog Show, Music in the Park, Roller Derby, Community Public Produce garden and more
- Replacement of equipment at Tot Park in Pinecrest area has been deferred to 2014, pending results of Master Plan in 2014
- Expanded aquatic programming events to include BC Family Day, National Health and Fitness Day and the Family First Night events
- Working with Interior Health, Healthy Community Initiatives, to develop list of community health priorities

2014 Major Initiatives:

- Complete playground equipment replacement at McKinnon Park
- Development of a Parks and Recreation Master Plan
- Pursue funding through TD Green Streets to plant trees around the perimeter of Kinsmen Park
- Seek grant opportunities to fund Grade Three free swim lessons
- Complete final linkages between Rotary Way and NorthStar Rails to Trails. Once completed, remaining funds will be used for downtown linkages
- Continue to work with the Cranbrook Home Run Society to identify opportunities on improvements to Confederation Park
- Continue to work with Rocky Mountain Naturalists to improve and rebuild trail system at Elizabeth Lake
- Develop an off-leash area at Moir Centennial Athletic Park



- Develop a Memorial Bench Program for City parks
- Host five to six major events at Western Financial Place
- Increase fence height at Quad Ball Park
- Add an additional spray feature to pool
- Increase capacity of snow pit for Zamboni at Western Financial Place
- Upgrade counters and fixtures at Western Financial Place
- Work with Cranbrook Rotary Club to identify opportunities for funding to continue upgrades to existing Rotary Way Trail
- Implement a non-motorized/non-equine bylaw for NorthStar Rails to Trails
- Review and update all applicable Parks and Recreation bylaws
- Facility upgrades at Western Financial Place as per the RDH LifeCycle Assessment recommendations

2015 Major Initiatives

- Replacement of Gyro Park playground equipment
- Replacement of fishing piers at Idlewild Park
- Replacement of arena floor cover for Western Financial Place
- Various projects at Western Financial Place including replacing:
    - hot water superheaters
    - sand filters
    - steam generator
    - domestic hot water tanks
- Rebuild emergency generator at Western Financial Place
- Install accessible door at aquatic centre
- Conduct Moir Athletic Park campground feasibility study

Public Works Department

Public Works crews keep the City moving. Taking care of approximately 167 km of paved roads and about 53 km of unpaved lanes and streets, the crews clear snow, sand, repair and clean our streets. The crews take care of public parking lots, sidewalks and pedestrian pathways, roadway and surface drainage channels, structures and storm sewers. To ensure traffic moves safely Public Works maintains traffic and pedestrian signals, street lighting, regulatory and information signage.

Approximately 6600 water services are maintained to residences across the city as well as 600 business / industrial services. In 2013, 4.2 billion litres of potable water were delivered to clients. Public Works crews maintain, repair and replace the in-ground pipes delivering this essential service; monitor the quality of the water collected at two separate surface watersheds, maintain a diversion structure, surface water reservoir, disinfection facilities and feed lines. Instrumentation installed in the Gold Creek and Joseph Creek watersheds and at a diversion structure south of the City's Phillips Reservoir provides continuous on-line monitoring of surface water quality and flows from these valuable water sources. The equipment also monitors the apportionment of surface waters directed into the reservoir and into Joseph Creek, which flows through Cranbrook. The monitoring equipment measures conductivity, turbidity and temperature from each of the two watersheds and records flow from the Gold Creek pipeline. Crews completed 81 major repairs to water and sewer services in 2013.

Public Works also keeps the city clean and attractive. Crews collect residential solid waste and trash from public areas, are responsible for the maintenance and operation of the City's wastewater collection and treatment systems as well as effluent transfer to the Spray Irrigation site.

The Parks Department within Public Works maintains 164 hectares of parks and green spaces. Cranbrook has two water spray parks, seven playgrounds, eleven baseball diamonds, five soccer fields, one football field, six tennis courts, and 10 km of Rotary Trail to be maintained. The Parks crew put on a flower display each year with hanging baskets, flower /shrub beds. Parks also has an Urban Forest Management Plan to monitor trees, prune trees and have an aggressive tree planting plan. Grants, donations and City funds have funded the planting of over 500 trees in the last six years up to 2014

City Hall, our arenas, the Public Works yard, Fire Stations and numerous small public buildings are maintained by Public Works personnel, directly and by contract, providing janitorial services, security, heat/ventilation/air conditioning services, carpentry, electrical, plumbing, painting, roofing, flooring, lighting and glazing.

The Director of Public Works is responsible for the overall operation of the department as well as the day-to-day operation of the utilities function. The Public Works Manager looks after the roads, sidewalks, parks, cemeteries, and the collection of residential solid waste.

The Trades Manager oversees the building and fleet operation and is responsible for nine controlled traffic signals, 1293 street lights, and roadway, transit, and information signage in the community.

47 full time staff provide the hands-on delivery of service and are supported by two administrative positions. During summer, a crew of 15 students is brought on to maintain the large area of parks, playfields and green space in the community.

2013 Highlights

- West/South entrance to Cranbrook - landscaping work
- Connect the WWTIP SCADA data collections to the existing database
- Field confirm transportation, utility and parks related GIS information
- Install two low maintenance 'deep' trash receptacles
- Implement the first pressure managed zone in the City's water distribution network
- Installation of remaining three pedestrian bridges on Joseph Creek at Idlewild Park and the Kinsmen greenbelt
- Paving in front of Access Centre on Cranbrook Street.
- Upgrade at RCMP Building including handicap access ramp
- Trail improvement Idlewild Park

2014 Major Initiatives

- Library Washroom renovation
- Complete R.C.M.P. building renovation
- Construct Fire Hall Training grounds
- Fire Hall #1 asbestos abatement
- Clock Tower Square – reconstruction and landscaping
- Upgrade control valves and instrumentation at Pressure Reducing Stations
- Seal leaks in tunnel under the Phillips Reservoir
- Tree planting Moir Park

Royal Canadian Mounted Police

Community police services are provided by the Royal Canadian Mounted Police through a contract with the City of Cranbrook. The Cranbrook Detachment includes 26 municipal, 6 provincial and 1 federal positions making up 33 regular members. These 33 members are comprised of a General Duty, 3 person Plain Clothes Serious Crime Section, 2 member Forensic Identification Services team, Crime Prevention and Community Policing and 1 First Nations Policing Officer. Additionally, the detachment has the services of a Police Dog Service handler, and Victim Services. The detachment also has 13.5 positions for support staff made up of Municipal Employees and 1 Public Service Employee (Federal).

Cranbrook Municipal Detachment benefits from having access to specialized provincially funded equipment – not purchased or maintained from municipal funds. This includes two 2 snowmobiles, 2 ATVs, and an RHIB Boat.

New for 2013 was the formation of a Containment Team comprised of members from Cranbrook Detachment and surrounding detachments. This team is managed and partially funded (equipment / training) from our Southeast District HQ in Kelowna. The City of Cranbrook has received the benefit of having this team deployed twice in 2013. Once in a rural area and the other incident in Cranbrook. Public and officer safety were greatly enhanced with the use of this team.

Over the last year, Cranbrook Detachment had extensive work done to bring the building closer to the security standards as required by the RCMP. A new handicap access ramp was built as well.

The integrated model of policing for Cranbrook and Kimberley was collapsed in August of 2013. As a result the Cranbrook Detachment organizational chart was amended to change the Detachment Commander position from a Commissioned Officer in Charge to a Staff Sergeant. With this change, a second Operational Support Sergeant position was realized by converting an existing Constable position to the Sergeant position. This was cost neutral to the City of Cranbrook and provides for a greatly improved management / supervision structure for the Detachment.

Staffing levels were very low over the first 3 quarters of 2013, however, the last few months have seen a gradual trend of resources returning to work. There are no "hard" vacancies present.

Quarterly Mayor's Reports were provided to Mayor and Council in 2013, and provided a statistical look at several categories of crime that occurred throughout the year.

In 2013, the detachment responded to a total of 6409 calls for service within the detachment's area of responsibility. This was down 7% over last year.

This report will focus on the policing priorities and other highlights of policing operations.

Annual Performance Plan (APP) - Each fiscal year, the Cranbrook RCMP develops policing priorities through consultation with the Mayor and Council and other representative groups within the area that the detachment is responsible for policing. A plan – referred to as the Annual Policing Plan (APP) - was developed to address policing priorities.

Although the 2012/13 APP was developed to address the priorities of Cranbrook, Kimberley,and the rural areas, this report on the APP will only speak to Cranbrook City specific priorities.

2013 Highlights:

TRAFFIC – Speeding in School Zones / Rural Areas

OBJECTIVE - Contribute to Community Safety
INITIATIVE(S) - Enhanced School Zone Enforcement Initiative. This initiative will involve planned and dedicated school zone traffic enforcement during the school year – focusing on the times students arrive and depart school. RCMP will design a plan to ensure all watch members are taking part in this initiative.
MEASURE(S) - Number of School Zone Enforcement Files Generated – Target = 80
Comment: 37 separate school zone enforcement files generated. Some files were opened to capture several actual school patrols. Enforcement results were as follows: 9 Violation Tickets (speeding, seatbelts, use electronic device), 1 warning, 2 Notice and Orders for vehicle defects, and 1 prohibited driver. Generally, members reported relatively good compliance and very few violations due to their presence during peak hours. Target should be met by last quarter (given little enforcement opportunities available during the 2nd quarter - summer break) which will be measured March 31, 2014.

TRAFFIC – Pedestrians J walking downtown Cranbrook
OBJECTIVE - Contribute to Safe Roads
INITIATIVE(S) - Bylaw Development Assistance will work with the Cranbrook City Council to assist the City to develop and enact a bylaw to address J walking in the downtown area of Cranbrook. This will involve providing relative police statistics, examples of existing bylaws and participation in a media educational piece
MEASURE(S) - Number of bylaws enacted to address J walking in Cranbrook – Target = 1
Comment: RCMP have worked diligently with a City of Cranbrook Council member on this initiative. As discussions progressed, the City no longer feels that a bylaw to address J walking would best address the issue. Working with RCMP, the City will take an educational approach to the J walking issue and will produce educational material for the public. Efforts continue on this initiative to years end - March 31, 2014.

TRAFFIC – Distracted Drivers / Cell Phones
OBJECTIVE - Contribute to Safe Roads
INITIATIVE(S) - Quarterly Distracted Driver Enforcement Campaign
This initiative will be based on enforcement of the MVA distracted driver legislation and will involve one (1) dedicated traffic operation, per Watch (4), per quarter for a total of 16 operations. This action in addition to normal traffic enforcement will ensure attention is given to this traffic safety issue.
MEASURE(S) - Number of Distracted Driver Enforcement Campaigns – Target = 16
Number of Violation Tickets and Written Warnings (combined) – Target = 64
Comment: Enforcement data is compiled from City detachment efforts totaling 13 Violation Tickets and Warnings along with 86 Violation Tickets being issued by EKTS and IRSU within the City boundaries. This partnering effort is assisting in obtaining higher than expected results. Consultation expectations are exceeded due to the collaborative work done by detachment and traffic units. The numbers of campaigns are below target however the number of tickets being issued is much higher than expected and this is being achieved without dedicated campaigns. Distracted drivers are being addressed on the city streets as per expectations from the City of Cranbrook. Final quarter (March 31, 2014) will show additional charges – far exceeding the target.

ISSUE - Organized Crime – Drug Trafficking
OBJECTIVE - To Reduce the Impact of Organized Crime

Strategic Community Investment Funds

The BC Provincial Government recognizes that most local governments rely on grant funding to meet operational and capital requirements. The Strategic Community Investment Funds program provides funds to help stimulate local economies and support investments in community safety.

In 2013, the City received $277,655 from the Strategic Community Investment Funds, of which $113,381 was used to cover general increases in policing costs, and to fund a traffic flow study and intersection improvements.

In 2014, the City plans to use the Strategic Community Investment Funds to purchase additional closed circuit camera equipment for the local RCMP detachment, and to complete intersection improvements that were started in 2013.

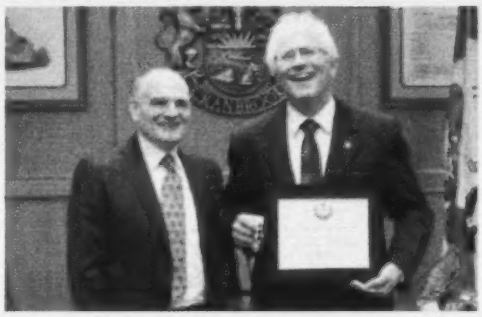
INITIATIVE(S) - Cranbrook / Kimberley Detachment Drug Task Force
This initiative that commenced last year has been very successful. It is included as a strategy in the current year APP as an initiative as it is still considered a pilot project. The Task Force will target known drug traffickers and will build intelligence on others involved in this activity.
MEASURE - Number of Drug Traffickers Charged – Target 8
Comment: Twenty two traffickers were charged so far this year. Final quarter measure for March 31, 2014 will likely see several more. The target has been greatly exceeded due to the efforts of a dedicated drug enforcement task force pilot project addressing this priority. A noticeable drop in drug related crime has been noted in Cranbrook due in part to the efforts of the task force project.

ISSUE - Crime Reduction – Prolific Offender Monitoring
OBJECTIVE - Contribute to Community Safety and Crime Reduction
INITIATIVE(S) - Prolific Offender Monitoring Program
This initiative will continue for this year and will be reported on through the APP. The program will be coordinated by Cst. Felica Parker of the Cranbrook GIS Unit and will involve the identification, monitoring / tracking, and enforcement of court ordered conditions placed on the prolific offenders.
MEASURE(S) - Number of Breach Charges – Target 20
Number of Checks of Prolific Offenders for Condition Compliance – Target 120
Comment: Ten (10) charges to date. A total of three (3) of the monitored prolific offenders this period were sentenced to jail for terms of 12 months and 24 months. There were several contacts, but 8 of them were specific for checks of compliance, resulting in 2 breach charges. With many of the Prolific Offenders completing jail sentences, checks have not been as plentiful due to the offenders being out of the public domain. There is room for more compliance checks for the last quarter which will be measured March 31, 2014.

Community Involvement
The COPS for Kids ride returned to Cranbrook in 2013. The annual Cranbrook "All Male Fashion Show" was once again a huge success raising funds to go towards the cause.

Special Olympics fundraising was conducted this year and organized by Constable Schlatter. The fundraising included food and a dunk tank event held in the parking lot. The Law Enforcement Torch Run (LETR) was also held in Cranbrook. This was the third year that the run took place in Cranbrook. The LETR is run in partnership with Special Olympics and law enforcement personnel who want to help Special Olympics athletes experience positive achievement and acceptance through sport.

The community continues to benefit from 39 volunteers in various programs (Auxiliary Constables, Citizens on Patrol and Restorative Justice) which support the detachment in providing service to the Cranbrook community. In 2013, the volunteers contributed over 2000 hours of their time. The Auxiliary Constables also assisted with several community events throughout the year including Sam Steele Days, Concert and MMA event security, Canada Day, Kootenay Ice games, Remembrance Day ceremonies, School Liaison activities, D.A.R.E, parades and concerts, community/school presentations and assisting members on patrol. Seven new Auxiliary Constables were identified in 2013 and will receive training in 2014.



Senior Management Team

Wayne Staudt, CPA,CA
Chief Administrative Officer

Charlotte Osborne, CPA,CGA
Director of Finance and Computer Services

Roy Hales, MCIP
Director of Corporate Services

Jamie Hodge, P.Eng
Director of Engineering

Joe A. McGowan, AScT
Director of Public Works

Chris New
Director of Leisure Services

Wayne Price
Director of Fire and Emergency Services

POLICE
Royal Canadian Mounted Police

SOLICITORS
Murdy & McAllister
Steidl, Kambeitz a division of Rockies Law

BANK
Bank of Montreal

AUDITORS
BDO Canada LLP

Management's Responsibility for Financial Reporting

To the Mayor and Members of Council:

In accordance with Section 167 of the Community Charter, we are pleased to submit the 2013 consolidated financial statements for the Corporation of the City of Cranbrook, together with the report of our auditors, BDO Canada LLP.

The preparation of the consolidated financial statements is the responsibility of the City's management. The statements have been prepared by City staff in accordance with Canadian generally accepted accounting principles for governments in the Province of British Columbia. These principles are based upon recommendations of the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada.

Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly in all material respects.

The consolidated financial statements have been audited by BDO Canada LLP Chartered Accountants in accordance with Canadian generally accepted auditing standards on behalf of the ratepayers. The auditor's report expresses their opinion on these consolidated financial statements. The auditor has full and free access to the accounting records.

Charlotte Osborne, CPA, CGA
Director of Finance and Computer Services

Wayne Staudt, CPA, CA
Chief Administrative Officer

May 12, 2014

BDO

Tel: 250 426 4285
Fax: 250 426 8886
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BDO Canada LLP
35 - 10th Avenue S
Cranbrook BC V1C 2M9 Canada

Independent Auditor's Report

To the Mayor and Members of Council
of The Corporation of the City of Cranbrook

We have audited the accompanying financial statements of The Corporation of the City of Cranbrook, which comprise the consolidated statement of financial position as at December 31, 2013, and the consolidated statements of operations, changes in net debt, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the The Corporation of the City of Cranbrook as at December 31, 2013 and its statements of operations, changes in net debt and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP

Chartered Accountants

May 13, 2014
Cranbrook, BC

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

The Corporation of the City of Cranbrook
Consolidated Statement of Financial Position

December 31	2013	2012 (Note 1)
Financial Assets		
Cash and funds on deposit (Note 2)	$ 32,660,560	$ 23,840,915
Accounts receivable (Note 3)	4,888,081	11,851,560
Property acquired for taxes subject to redemption	-	78,879
Land held for resale	25,314	21,324
Deposit – Municipal Finance Authority (Note 4)	1,289,626	1,274,267
	38,863,581	37,066,945
Liabilities		
Accounts payable and accrued liabilities (Note 5)	6,099,181	7,494,939
Deferred revenue (Note 6)	5,295,493	4,541,942
Development cost charges (Note 7)	2,330,034	2,179,902
Reserve – Municipal Finance Authority (Note 4)	1,289,626	1,274,267
Debt (Note 8)	35,291,630	37,384,576
Capital lease obligation (Note 9)	14,518	19,877
	50,320,482	52,895,503
Net Debt	(11,456,901)	(15,828,558)
Non-Financial Assets		
Tangible capital assets (Note 10)	190,708,775	188,456,881
Inventories of supplies and prepaid expenses	500,500	521,311
	191,209,275	188,978,192
Accumulated Surplus	$ 179,752,374	$ 173,149,634

Charlotte Osborne, CPA, CGA
Director of Finance and Computer Services

Wayne Staudt, CPA, CA
Chief Administrative Officer

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Operations

For the year ended December 31	2013	2013	2012
			(Note1)
	Budget	**Actual**	Actual
Revenue			
Taxation for municipal purposes (Note 13)	$ *24,616,225*	$ **24,514,877**	$ 23,535,194
Grants in lieu of taxes	*293,000*	**328,224**	293,452
Utility fees	*6,668,458*	**6,703,978**	6,544,234
Federal government grants	*2,439,515*	**2,003,558**	7,884,210
Provincial government grants	*524,696*	**462,087**	1,067,826
Regional and other local government grants	*344,699*	**370,865**	340,359
Sale of services and fees	*6,425,778*	**6,653,915**	6,583,735
Service, penalties, and interest charges	*382,985*	**369,756**	372,162
Contributions from developers, and others	-	**1,204,000**	153,125
Contributed assets	-	**74,391**	46,810
Development cost charges	*140,000*	**826**	474
Interest earned on investments	*267,600*	**365,439**	300,558
Other revenue	*172,882*	**411,777**	377,318
Donations	*31,115*	**26,248**	40,517
	42,306,953	**43,489,941**	47,539,974
Expenses (Note 14)			
General government services	*6,386,635*	**5,574,506**	5,532,693
Protective services	*8,262,738*	**7,936,901**	7,613,179
Engineering services	*2,675,120*	**2,741,071**	2,658,212
Public work services	*4,911,569*	**4,590,866**	4,259,594
Western Financial Place	*3,623,502*	**3,321,693**	3,375,692
Recreation and cultural services	*2,659,600*	**2,591,132**	2,624,518
Water services	*3,259,301*	**2,902,650**	2,979,969
Sewer services	*2,147,143*	**2,906,991**	2,440,471
Solid waste services	*2,035,895*	**1,967,129**	1,941,354
Airport operations	*2,180,454*	**2,354,262**	2,258,077
	38,141,957	**36,887,201**	35,683,759
Annual Surplus (Note 16)	*4,164,996*	**6,602,740**	11,856,215
Accumulated Surplus, beginning of year			
As previously stated	*174,259,404*	**174,259,404**	161,619,570
Prior period adjustment (Note 1)	*(1,109,770)*	**(1,109,770)**	(326,151)
As restated	*173,149,634*	**173,149,634**	161,293,419
Accumulated Surplus, end of year	$ *177,314,630*	**$179,752,374**	$173,149,634

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Changes in Net Debt

For the year ended December 31	2013	2013	2012 (Note 1)
	Budget	**Actual**	Actual
Annual Surplus	*$ 4,164,996*	**$ 6,602,740**	$ 11,856,215
Acquisition of tangible capital assets	*(10,569,677)*	**(9,089,299)**	(15,931,389)
Amortization of tangible capital assets	*5,300,001*	**6,797,653**	6,224,909
(Gain)/loss on disposal of tangible capital assets	*-*	**15,901**	(7,500)
Proceeds on sale of tangible capital assets	*-*	**23,851**	17,500
Net consumption of supplies and prepaid expenses	*-*	**20,811**	33,934
	(5,269,676)	**(2,231,083)**	(9,662,546)
Change in net financial assets (debt) for the year	*(1,104,680)*	**4,371,657**	2,193,669
Net debt, beginning of year			
As previously stated	*(14,718,788)*	**(14,718,788)**	(17,696,076)
Prior period adjustment (Note 1)	*(1,109,770)*	**(1,109,770)**	(326,151)
As restated	*(15,828,558)*	**(15,828,558)**	(18,022,227)
Net debt, end of year	*$(16,933,238)*	**$ (11,456,901)**	$ (15,828,558)

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Consolidated Statement of Cash Flows

For the year ended December 31	2013	2012 (Note 1)
Operating transactions		
Annual Surplus	$ 6,602,740	$ 11,856,215
Items not involving cash		
Contribution from developers and others	(1,204,000)	(153,125)
Contributed assets	(74,391)	(46,810)
Actuarial adjustment	(234,236)	(198,280)
Amortization	6,797,653	6,224,909
(Gain)/loss on sale of tangible capital asset	15,901	(7,500)
Changes in non-cash operating balances		
Accounts receivable	6,963,479	(3,704,946)
Property acquired for taxes	78,879	(40,361)
Inventory and prepaid expenses	20,811	33,934
Accounts payable and accrued liabilities	(1,395,758)	934,623
Deferred revenue	753,551	1,391,942
Development cost charges	150,132	261,352
Land held for resale	(3,990)	(21,324)
	18,470,771	16,530,629
Capital transactions		
Acquisition of tangible capital assets	(7,809,624)	(15,711,052)
Proceeds on sale of tangible capital assets	23,851	17,500
Cash applied to capital transactions	(7,785,773)	(15,693,552)
Financing transactions		
Repayment of debt	(1,858,710)	(1,512,960)
Repayment of temporary borrowing	-	(2,000,000)
Repayment of obligations under capital lease	(6,643)	(8,236)
Proceeds from debt issues	-	5,415,600
	(1,865,353)	1,894,404
Net change in cash and funds on deposit	8,819,645	2,731,481
Cash and funds on deposit, beginning of year	23,840,915	21,109,434
Cash and funds on deposit, end of year	$ 32,660,560	$ 23,840,915
Supplementary Information:		
Interest Received	$ 380,646	$ 307,191
Interest Paid	$ 1,985,904	$ 1,964,094

The accompanying significant accounting policies and notes form an integral part of these consolidated financial statements.

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies

December 31, 2013

Basis of Presentation

The consolidated financial statements of the City are the representations of management and are prepared in accordance with Canadian generally accepted accounting principles for governments using guidelines issued by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

Reporting Entity

The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to City Council and which are owned or controlled by the City of Cranbrook.

These consolidated statements reflect the assets, liabilities, revenues, expenses, changes in net debt, and cash flows of the reporting entity. In addition to the general City of Cranbrook departments, the reporting entity includes the Cranbrook Public Library.

Funds on Deposit

Funds on deposit include temporary investments recorded at the lower of cost or market value.

Land Held for Resale

Land held for resale is recorded at the lower of cost or net realizable value. Cost includes the original acquisition cost, plus any professional fees incurred in association with the acquisition. Net realizable value is defined as the estimated selling price less any estimated costs necessary to make the sale.

Vacation and Sick Pay

Vacation pay is charged to expense in the year it is earned. Sick leave is allocated on an annual basis and does not accrue beyond the fiscal year and therefore is charged to expense when taken.

Development Cost Charges

Development cost charge ("DCC") levies are restricted by by-law in their use for providing funds to assist the municipality in paying the capital cost of providing, constructing, altering or expanding sewage, water, drainage and highway facilities and the revenue is deferred until the expenses are incurred. When DCC expenses are made, a corresponding amount is recorded in revenue as "Development Cost Charges."

Inventories of Supplies and Prepaids

Inventories and prepaid expenses held for consumption are recorded at the lower of cost and replacement cost and are reported as non-financial assets.

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies (continued)

December 31, 2013

Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. The cost and accumulated amortization of assets no longer in use are removed from the accounting records and the difference between net proceeds, if any, and the net book value is recorded as revenue or expense. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing in the year following acquisition as follows:

Land	Not amortized
Land improvements	15 to 25 years
Buildings	10 to 50 years
Technology – IT	5 to 10 years
Equipment	
Furniture and equipment	10 to 15 years
Equipment under capital lease	5 years
Infrastructure	
Roads and sidewalks	10 to 75 years
Storm sewers	25 to 40 years
Parking lots	15 to 50 years
Water infrastructure	25 to 60 years
Sewer infrastructure	20 to 50 years
Airport runway	20 to 40 years
Parks	10 to 50 years
Library book collection	3 to 10 years
Construction in progress	Not amortized

When there has been a change in circumstances and the service potential of a tangible capital asset has declined, the asset is written down based upon the relative loss of the service potential. If a tangible capital asset no longer contributes to the City's ability to provide services, its carrying amount is written down to its residual value.

The Corporation of the City of Cranbrook
Summary of Significant Accounting Policies (continued)

December 31, 2013

Revenue Recognition

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues and the amounts to be received can be reasonably estimated and collection is reasonably assured.

Taxation for municipal purposes is recorded as revenue in the period the taxes are levied.

User charges, fees, and other amounts collected for which the City has an obligation to perform or provide a future service are deferred until the service is provided.

Contributions or other funding received which has externally imposed restrictions are initially accounted for as deferred revenue and then recognized as revenue when used for the specific purpose.

Contributions received in-kind are recognized as revenue in the period received at the fair market value at the time of the contributions.

Government Transfers

Government transfers, which include legislative grants, are recognized in the period in which events giving rise to the transfers occur, provided that the transfers are authorized, any eligibility criteria have been met, and a reasonable estimate of the amount can be made unless the transfer agreement contains stipulations that create a liability in which case the transfers are recognized as revenue over the period that the liability is extinguished.

Budget Figures

The budget figures are from the Five Year Financial Plan Bylaw to be adopted each year. They have been reallocated and adjusted to conform to PSAB Financial Statement Presentation.

Use of Estimates

The consolidated financial statements of the City have been prepared in accordance with Canadian Public Sector accounting standards. The preparation of financial statements in conformity with these standards requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates. Significant areas requiring the use of management estimates include the determination of useful life and amortization of tangible capital assets.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

1. Change in Accounting Policy

On January 1, 2013, the City adopted the provisions of Public Sector Accounting Standards Handbook Section 3410 *Government Transfers* and has applied this standard on a retroactive basis. The adoption of this standard requires that government transfers, which include legislative grants, are recognized in the period in which events giving rise to the transfers occur, provided that the transfers are authorized, any eligibility criteria have been met, and a reasonable estimate of the amount can be made unless the transfer agreement contains stipulations that create a liability in which case the transfers are recognized as revenue over the period that the liability is extinguished.

As a result of the adoption of the new standard, the presentation of the financial statements has changed retroactively and the prior year has been restated as follows:

	2012 Restated	2012 As previously stated	Increase/ (decrease)
Statement of Financial Position			
Accumulated surplus, opening	$ 161,293,419	$ 161,619,570	$ (326,151)
Deferred revenue	4,541,942	3,432,172	1,109,770
Accumulated surplus, ending	173,149,634	174,259,404	(1,109,770)
Statement of Operations			
Revenue			
Federal government grants	7,884,210	8,661,196	(776,986)
Interest earned on investments	300,558	307,191	(6,633)
Adjusted revenues	8,184,768	8,968,387	(783,619)
Annual Surplus	$ 11,856,215	$ 12,639,834	$ (783,619)

2. Cash and Funds on Deposit

Amounts included in cash and funds on deposit which have been specifically designated and set aside for internally and externally restricted purposes total $14,265,515 (2012 - $12,948,424).

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

3. Accounts Receivable

	2013	2012
Taxes - current	$ 1,060,067	$ 1,572,120
- arrears and delinquent	628,879	548,890
Federal government	1,791,604	8,349,361
Province of British Columbia	44,676	15,368
Regional and other local governments	102,683	16,667
Other receivables	1,260,172	1,349,154
	$ 4,888,081	$ 11,851,560

4. Deposit and Reserve - Municipal Finance Authority

The City issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are withheld by the Municipal Finance Authority as a debt reserve fund. The City also executes demand notes in connection with each debenture whereby the City may be required to loan certain amounts to the Municipal Finance Authority. The details of the cash deposits and demand notes at year end are as follows:

	2013	2012
Demand notes	$ 959,198	$ 959,198
Cash deposits	330,428	315,069
	$ 1,289,626	$ 1,274,267

5. Accounts Payable and Accrued Liabilities

	2013	2012
Federal government	$ 1,256,160	$ 1,076,637
Province of British Columbia	319,084	374,793
Regional and other local governments	7,856	13,493
Vacation and accrued benefits payable	713,881	673,280
Other payables	3,802,200	5,356,736
	$ 6,099,181	$ 7,494,939

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

(Note 1)

6. Deferred Revenue

	2013	2012
Property taxes	$ 2,697,569	$ 2,543,258
Federal government grants	1,459,742	1,109,770
Other	1,138,182	888,914
	$ 5,295,493	$ 4,541,942

7. Development Cost Charges

	2013	2012
Balance, beginning of year	$ 2,179,902	$ 1,918,550
Add:		
Interest earned	27,754	24,072
Development cost charge levies	123,204	237,754
	2,330,860	2,180,376
Deduct:		
Expenditures	826	474
Balance, end of year	$ 2,330,034	$ 2,179,902

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

8. Debt

	2013	2012
Mortgages		
Mortgage debt is repayable to Canada Life Assurance Company, repayable monthly in the amount of $74,721, including interest at 7.25%, maturing 2030.	**$ 8,812,502**	$ 9,069,631
Demand Loan		
Debt is repayable to the Bank of Montreal, repayable monthly in the amount of $60,232 including interest at 4.48%, maturing 2020.	**8,561,899**	8,893,232
Debenture Debt		
Debenture debt is repayable to the British Columbia Municipal Finance Authority. Existing debentures mature in annual amounts to the year 2032 and interest is payable at rates ranging from 1.75% to 4.82% per annum.	**17,717,229**	19,171,713
Demand Promissory Note		
Note is repayable to the British Columbia Municipal Finance Authority in accordance with S. 178 of the Community Charter. Interest, at variable daily rates, is paid monthly. Principal must be repaid within 5 years	**200,000**	250,000
	$ 35,291,630	$ 37,384,576

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

8. Debt (continued)

Future minimum principal payments and actuarial adjustments required on debt for the next five years and thereafter, assuming loan is not demanded, are due as follows:

	Debenture Debt	Demand Loan	Mortgages	Total
2014	$ 1,275,666	$ 346,278	$ 276,119	$ 1,898,063
2015	1,281,266	362,113	296,500	1,939,879
2016	1,287,053	378,673	318,386	1,984,112
2017	1,284,567	395,991	341,887	2,022,445
2018	1,209,599	414,100	367,123	1,990,822
2019 and thereafter	11,579,078	6,664,744	7,212,487	25,456,309
	$17,917,229	$8,561,899	$ 8,812,502	$ 35,291,630

9. Capital Lease Obligation

	2013	2012
Computer equipment lease, minimum monthly payments of $638, interest rate 7.89%, expires November 2015.	$ 14,518	$ 19,877

Future minimum payments under capital lease are:

Year	Amount
2014	$ 8,128
2015	7,485
	15,613
Imputed interest	(1,095)
	$ 14,518

December 31, 2013

10. Tangible Capital Assets

	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction In Progress	Library Book Collection	2013 Total
Cost, beginning of year	$ 10,342,051	$ 4,328,313	$ 55,382,407	$ 4,297,037	$ 11,489,124	$ 177,693,864	$ 2,687,360	$ 676,402	$ 266,896,558
Additions	-	562,936	1,548,439	456,234	590,595	5,262,602	618,116	50,377	9,089,299
Disposals	(1,197)	-	(19,600)	(58,182)	(227,302)	-	-	(57,975)	(364,256)
Reclassification									
- Construction in Progress	-	148,195	1,917,439	37,312	115,261	319,665	(2,537,872)	-	-
- Other	-	-	32,426	-	-	(32,426)	-	-	-
Cost, end of year	10,340,854	5,039,444	58,861,111	4,732,401	11,967,678	183,243,705	767,604	68,804	275,621,601
Accumulated amortization, beginning of year	-	1,025,131	14,648,224	629,909	5,489,418	56,277,440	-	369,555	78,439,677
Amortization	-	140,819	1,457,721	316,589	669,992	4,146,208	-	66,324	6,797,653
Disposals	-	-	(19,600)	(58,182)	(188,747)	-	-	(57,975)	(324,504)
Accumulated amortization, end of year	-	1,165,950	16,086,345	888,316	5,970,663	60,423,648	-	377,904	84,912,826
Net carrying amount, end of year	$ 10,340,854	$ 3,873,494	$ 42,774,766	$ 3,844,085	$ 5,997,015	$ 122,820,057	$ 767,604	$ 290,900	$ 190,708,775

10. Tangible Capital Assets (continued)

2012

	Land	Land Improvements	Buildings	Technology - IT	Equipment	Infrastructure	Construction in Progress	Library Book Collection	Total
Cost, beginning of year	$10,313,022	$ 4,046,856	$ 53,591,462	$ 4,208,494	$ 10,055,887	$ 163,831,314	$ 4,848,444	$ 678,599	$ 251,574,078
Additions	29,029	161,955	1,124,264	221,104	1,778,583	10,091,169	2,470,855	54,430	15,931,389
Disposals	-	-	-	(176,575)	(375,707)	-	-	(56,627)	(608,909)
Reclassification of Construction in Progress	-	119,502	666,681	44,014	30,361	3,771,381	(4,631,939)	-	-
Cost, end of year	10,342,051	4,328,313	55,382,407	4,297,037	11,489,124	177,693,864	2,687,360	676,402	266,896,558
Accumulated amortization, beginning of year	-	890,367	13,274,417	502,775	5,296,214	52,490,806	-	359,098	72,813,677
Amortization		134,764	1,373,807	303,709	558,911	3,786,634		67,084	6,224,909
Disposals	-	-	-	(176,575)	(365,707)	-	-	(56,627)	(598,909)
Accumulated amortization, end of year	-	1,025,131	14,648,224	629,909	5,489,418	56,277,440	-	369,555	78,439,677
Net carrying amount, end of year	$ 10,342,051	$ 3,303,182	$ 40,734,183	$ 3,667,128	$ 5,999,706	$ 121,416,424	$ 2,687,360	$ 306,847	$ 188,456,881

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

11. Credit Facility

The Municipality has a credit facility agreement with a financial institution which provides for a total commitment of $6,000,000. At December 31, 2013, the Municipality had drawn an amount of $Nil (2012 - $Nil) on this agreement.

12. Pension Liability

The City and its employees contribute to the Municipal Pension Plan ("the Plan"), a jointly trusteed pension plan. The Board of Trustees, representing Plan Members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 155 contributors from the City of Cranbrook.

The most recent actuarial valuation as at December 31, 2012 indicated a $1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The City of Cranbrook paid $864,142 (2012 - $821,691) for employer contributions to the Plan in fiscal 2013.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

13. Taxation for Municipal Purposes

Taxation revenue for municipal purposes is comprised of the following amounts:

	2013	2012
Total levies and special assessments	$ 33,596,714	$ 32,666,998
Transfers to other governments:		
Regional District of East Kootenay	470,372	433,415
School District	7,905,416	7,960,596
Regional Hospital District	501,147	533,285
BC Assessment Authority	204,902	204,508
	9,081,837	9,131,804
General municipal purposes	$ 24,514,877	$ 23,535,194

14. Expenses by Object

	2013	2012
Administration	$ 2,386,939	$ 2,337,066
Amortization expense	6,797,653	6,224,909
Contract and professional services	9,077,093	8,986,628
Contributions to organizations	426,103	413,118
Debt servicing and financing charges	1,960,041	2,068,752
Materials, supplies, repairs, maintenance	3,170,811	2,999,412
Wages and benefits	13,068,561	12,653,874
	$ 36,887,201	$ 35,683,759

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

15. Commitments and Contingencies

a) Purchase and Service Contracts

The City has purchase and service contracts with estimated annual minimum payments of $6,091,000 (2012 - $7,394,000).

b) Contingency for Pension Plan Contributions

The City is required to match employee contributions to the Municipal Pension Plan when an employee decides to purchase enrolment arrears for service periods prior to January 1, 1988. The future pension cost for this is unknown and these amounts, if any, will be expensed as payroll costs in future years when paid.

c) Other Contingencies

There are potential lawsuits pending in which the City is involved. It is considered that the potential claims against the City resulting from such litigation and not covered by insurance would not materially affect the consolidated financial statements of the City. These amounts, if any, will be expensed in future years when the claims are settled.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

16. Budget

The Amended Budget adopted by Council on June 10, 2013 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to $nil. In addition, the budget recognized a revenue item equal to the budgeted amortization expense. As a result the budget figures presented in the statements of operations and net debt represent the Amended Budget adopted by Council on June 10, 2013 with adjustments as follows:

	2013
Budgeted surplus for the year	$ -
Add:	
Capital expenditures	10,569,677
Debt repayment	1,858,521
Transfers to surplus	1,823,714
Net transfers to reserves	410,805
Less:	
Proceeds from debt to fund capital expenditures	-
Transfers from accumulated surplus	(5,197,720)
Non-funded amortization	(5,300,001)
	$ 4,164,996

17. Trust Funds

The Municipality holds funds in trust for specific uses comprised of the following amounts:

	2013	2012
Westlawn Perpetual Care Fund	$ 400,515	$ 393,266

The assets and offsetting liabilities are not reflected in the Municipality's consolidated financial statements.

The Corporation of the City of Cranbrook
Notes to Consolidated Financial Statements

December 31, 2013

18. Segment Disclosure

The City of Cranbrook has identified the General, Utility and Airport funds as distinguishable activities of the municipality, and the Cranbrook Public Library as a distinguishable organization for which it is appropriate to separately report financial information.

The nature and activities of these identified segments are as follows:

- The General fund provides administration, protection (fire and police), public works, engineering, and recreation services and are funded through property taxation, grants, and service/user fees.

- The Utility fund provides water, sewer and solid waste services and is self-supporting, primarily funded by user fees and parcel taxes.

- The Airport fund encompasses the activities of the Canadian Rockies International Airport, a commercial operation.

- The Cranbrook Public Library is a municipal public library established under Bylaw No. 3418 to provide library services to the municipality.

The financial activities of these segments are reported in the following Schedule - Segment Reporting of Revenue and Expenses.

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

For the year ended December 31 **2013**

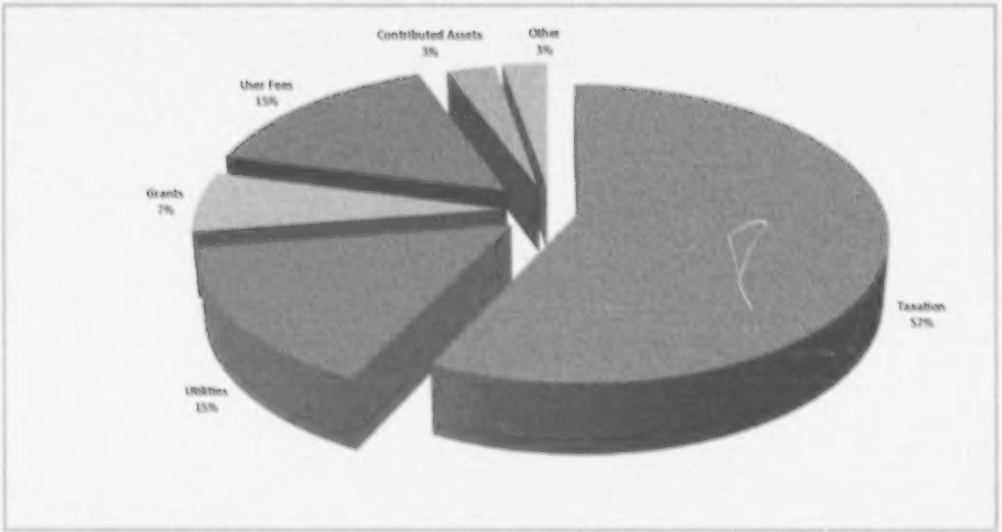
	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 22,204,846	$ 2,310,031	$ -	$ -	$ -	$ 24,514,877
Grants in lieu of taxes	328,224	-	-	-	-	328,224
Utility fees	-	6,703,978	-	-	-	6,703,978
Federal government grants	467,309	1,510,710	24,102	1,437	-	2,003,558
Provincial government grants	350,101	10,000	-	101,986	-	462,087
Regional and other local government grants	236,564	-	-	134,301	-	370,865
Sale of services and fees	5,640,091	204,738	2,357,301	-	(1,548,215)	6,653,915
Service, penalties, and interest charges	328,263	41,493	-	-	-	369,756
Contributions from developers, and others	835,221	368,779	-	-	-	1,204,000
Contributed assets	62,873	-	-	-	11,518	74,391
Development cost charges	-	826	-	-	-	826
Interest earned on investments	289,469	71,063	37,624	-	(32,717)	365,439
Other revenue	158,587	142,052	45,408	602,934	(537,204)	411,777
Donations	-	-	-	37,766	(11,518)	26,248
	30,901,648	11,363,670	2,464,435	878,424	(2,118,136)	43,489,941
Expenses						
General government services	6,156,520	-	-	-	(582,014)	5,574,506
Protective services	7,965,614	-	-	-	(28,713)	7,936,901
Engineering services	2,741,071	-	-	-	-	2,741,071
Public work services	5,078,448	-	-	-	(487,582)	4,590,866
Western Financial Place	3,324,238	-	-	-	(2,545)	3,321,693
Recreation and cultural services	1,860,626	-	-	737,337	(6,831)	2,591,132
Water services	-	3,357,255	-	-	(454,605)	2,902,650
Sewer services	-	3,244,665	-	-	(337,674)	2,906,991
Solid waste services	-	2,135,301	-	-	(168,172)	1,967,129
Airport operations	-	-	2,404,262	-	(50,000)	2,354,262
	27,126,517	8,737,221	2,404,262	737,337	(2,118,136)	36,887,201
Annual Surplus	$ 3,775,031	$ 2,626,449	$ 60,173	$ 141,087	$ -	$ 6,602,740

The Corporation of the City of Cranbrook
Schedule - Segment Reporting of Revenue and Expenses

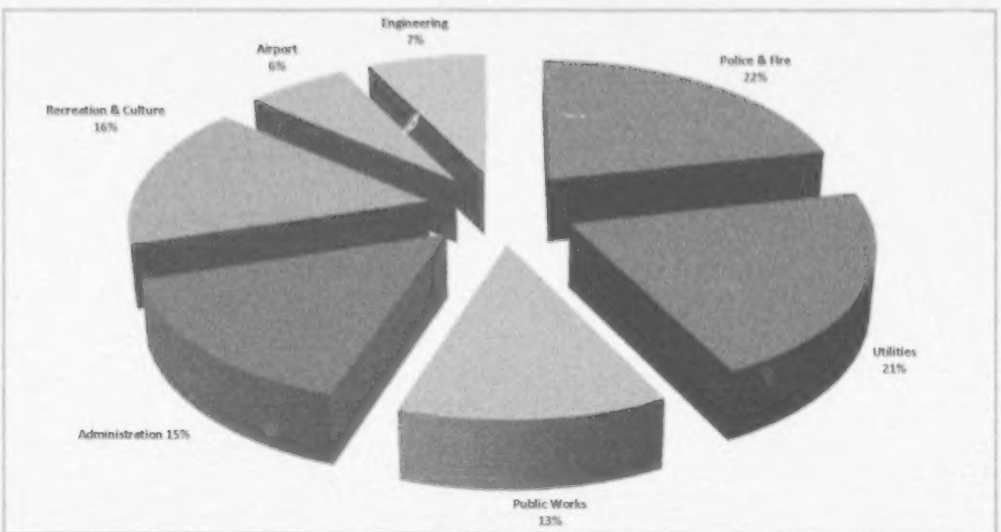
For the year ended December 31 — 2012

	General	Utility	Airport	Library	Elimination	Total
Revenue						
Taxation for municipal purposes	$ 21,224,351	$ 2,310,843	$ -	$ -	$ -	$ 23,535,194
Grants in lieu of taxes	293,452	-	-	-	-	293,452
Utility fees	-	6,544,234	-	-	-	6,544,234
Federal government grants	38,362	7,673,089	171,656	1,103	-	7,884,210
Provincial government grants	956,098	10,000	-	101,728	-	1,067,826
Regional and other local government grants	213,457	-	-	634,510	(507,608)	340,359
Sale of services and fees	5,636,900	159,439	2,253,649	-	(1,466,253)	6,583,735
Service, penalties, and interest charges	331,755	40,407	-	-	-	372,162
Contributions from developers, and others	153,125	-	-	-	-	153,125
Contributed Assets	35,000	-	-	-	11,810	46,810
Development cost charges	-	474	-	-	-	474
Interest earned on investments	237,802	61,465	30,009	-	(28,718)	300,558
Other revenue	135,491	151,037	36,751	65,849	(11,810)	377,318
Donations	-	-	-	40,517	-	40,517
	29,256,793	16,950,988	2,492,065	843,707	(2,002,579)	47,539,974
Expenses						
General government services	6,088,031	-	-	-	(555,338)	5,532,693
Protective services	7,638,381	-	-	-	(25,202)	7,613,179
Engineering services	2,658,212	-	-	-	-	2,658,212
Public work services	4,723,547	-	-	-	(463,953)	4,259,594
Western Financial Place	3,377,892	-	-	-	(2,200)	3,375,692
Recreation and cultural services	1,897,295	-	-	733,503	(6,280)	2,624,518
Water services	-	3,404,270	-	-	(424,301)	2,979,969
Sewer services	-	2,756,473	-	-	(316,002)	2,440,471
Solid waste services	-	2,100,657	-	-	(159,303)	1,941,354
Airport operations	-	-	2,308,077	-	(50,000)	2,258,077
	26,383,358	8,261,400	2,308,077	733,503	(2,002,579)	35,683,759
Annual Surplus	$ 2,872,435	$ 8,689,588	$ 183,988	$ 110,204	$ -	$ 11,856,215

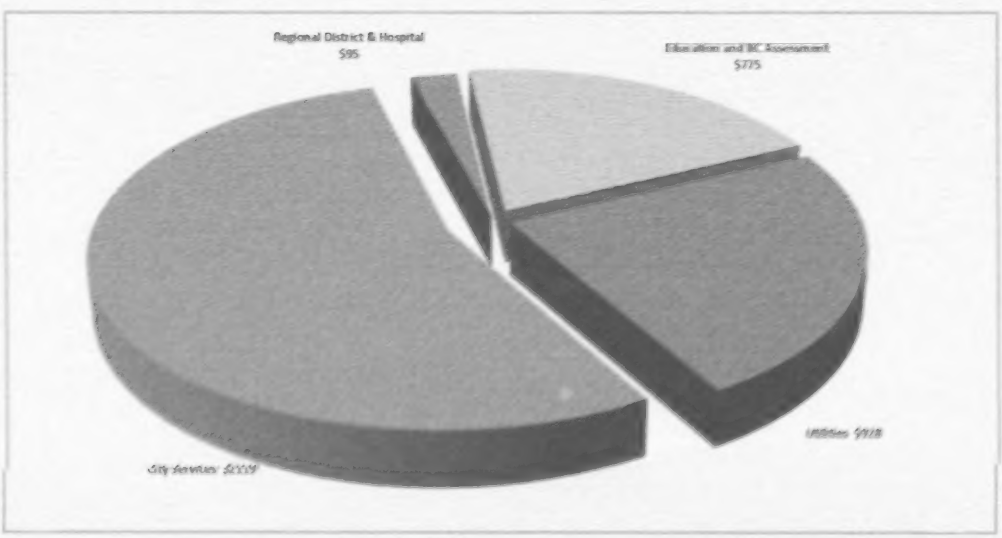
2013 Revenue



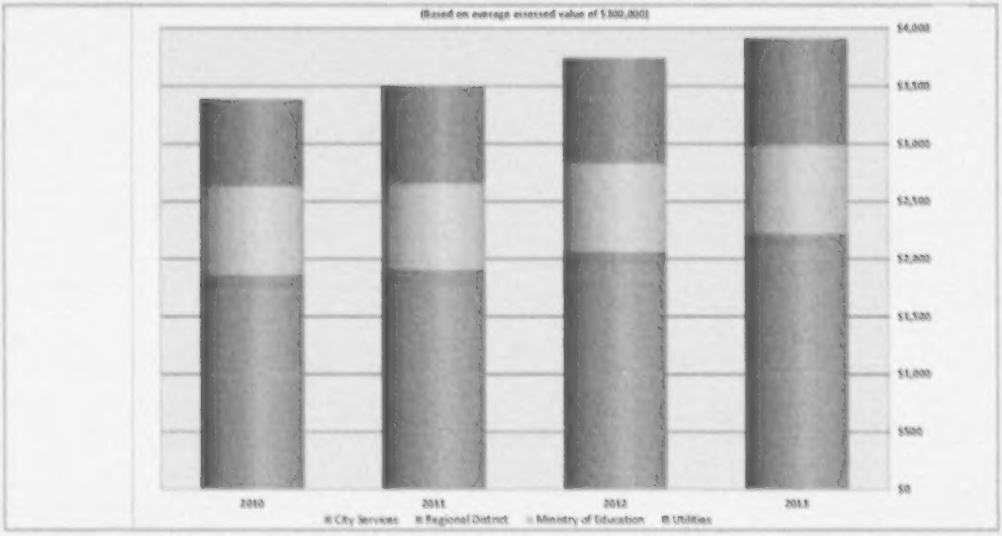
2013 Expenses



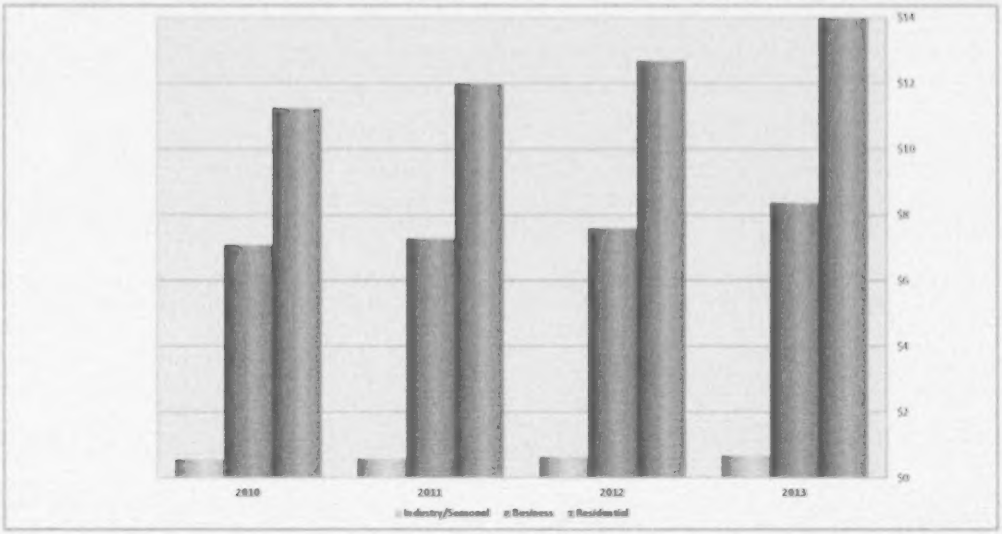
2013 Taxes & Utilities for an Average Household



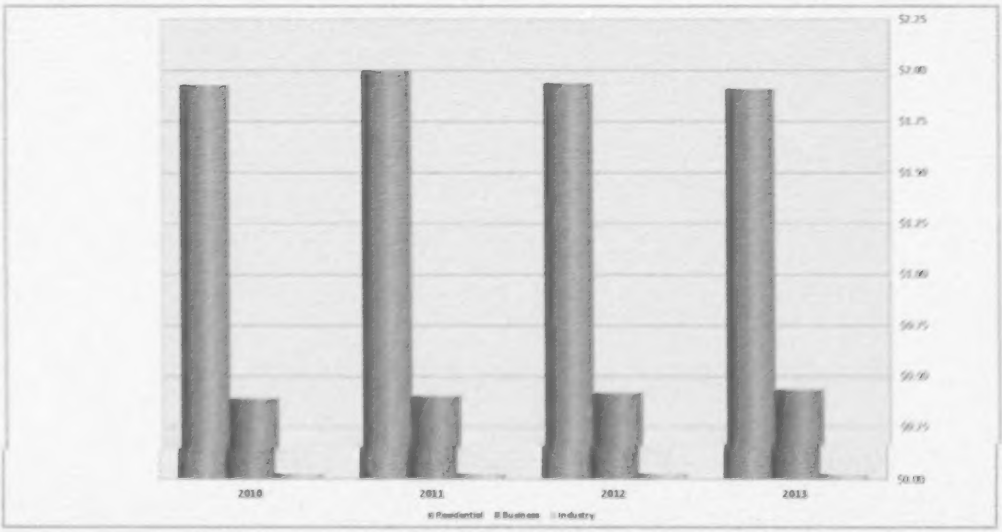
Average Taxes & Utilities (before Provincial Home Owner Grant)



Property Taxes (in millions of dollars)



Assessed Values (in billions of dollars)



STATEMENT OF 2013 PROPERTY TAX EXEMPTIONS
In accordance with Section 98(2)(b) of the Community Charter

Following adoption of City of Cranbrook Annual Taxation Exemption Bylaw No. 3757, 2012, the following properties were provided a permissive property tax exemption by City Council for the year 2013

Roll Number	Address	Property Tax Exemption Recipient	Municipal Property Taxes Exempted
2120.000	300 - 6th Avenue South	BC Corp of 7th Day Adventist Church	$1,434
1118.000	39 - 13th Avenue South	Canadian Mental Health Association	5,413
1121.000	45 - 13th Avenue South	Canadian Mental Health Association	996
3640.000	1701 - 5th Street South	Catholic Independent Schools of Nelson Diocese	3,678
9510.000	1200 Kootenay Street North	Christian & Missionary Alliance, Canadian Pacific Div.	1,792
1047.000	32 - 13th Avenue South (50%)	Community Connections Society of Southeast BC	1,383
1520.000	16 - 12th Avenue North	Community Connections Society of Southeast BC	9,681
1522.000	20 - 12th Avenue North	Community Connections Society of Southeast BC	5,965
1524.000	22 - 12th Avenue North	Community Connections Society of Southeast BC	1,420
4748.000	46 - 17th Avenue South	Community Connections Society of Southeast BC	4,135
1210.100	37 - 11th Avenue South	Cranbrook & District Search & Rescue Society	2,040
8850.000	Kootenay Street North	Cranbrook Alliance Church	2,485
10101.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	3,004
18008.000	57 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	8,917
18008.015	75 Van Horne Street South	Cranbrook Archives Museum & Landmark Foundation	30,151
18010.000	1 Van Horne Street North	Cranbrook Archives Museum & Landmark Foundation	1,802
18010.500	CP R/W Lease	Cranbrook Archives Museum & Landmark Foundation	1,293
10189.000	629 - 6th Street NW	Cranbrook Christian School Society	1,528
5961.025	572 Industrial Road B	Cranbrook Food Bank Society	6,339
4673.500	19 - 15th Avenue South	Cranbrook Society for Community Living	28,851
4675.000	1500 - 1st Street South (50%)	Cranbrook Society for Community Living	1,882
8829.010	2304 - 4th Street North	Cranbrook Society for Community Living	2,236
2842.000	922 - 11th Street South	East Kootenay Lutheran Parish	2,722
1822.000	328 - 14th Avenue South	First Baptist Church of Cranbrook	2,130
1972.000	300 - 10th Avenue South	Foursquare Gospel Church of Canada	1,057
259.000	219 - 15th Avenue South	Fred Scott Rotary Villa	345
5829.000	533 Slater Road NW	Governing Council Salvation Army in Canada	991
782.000	131 - 7th Avenue South	House of Hope (Kootenay Community Fellowship)	4,302
1595.001	20 - 14th Avenue North	Key City Theatre Society	26,268
4525.000	2100 - 3rd Street South	Knox Presbyterian Church	1,268
4558.020	2200 - 3rd Street South	Mount Baker Congregation of Jehovah's Witnesses	1,248
9903.000	2300 - 2nd Street North	Mountain View Village	16,352
841.000	821 - 1st Street South (67%)	New Apostolic Church Canada	2,732
2967.000	501 - 11th Avenue South	Pentecostal Assemblies of Canada	1,386
9890.000	2210 - 2nd Street North	President of Lethbridge Stake, LDS Church	1,672
1259.000	43 - 10th Avenue South	Roman Catholic Bishop of Nelson	511
13016.001	1100 - 14th Avenue South	Roman Catholic Bishop of Nelson	1,995
539.000	201 - 7th Avenue South	Ruthenian Greek Church	600
889.000	125 - 10th Avenue South (53%)	Summit Community Services Society	5,155
3479.000	1100 - 11th Street South	Summit Community Services Society	2,017
1040.000	38 - 13th Avenue South	Synod of the Diocese of Kootenay	1,944
4800.030	2324 - 2nd Street South	The Dwelling Place Church Ministries	2,834
12063.130	Lot 13, Adjacent to Elizabeth Lake	The Land Conservancy of BC	273
8809.000	2001 - 21st Avenue North	Trustees of the Cranbrook Fellowship Baptist Church	2,299
1102.000	2 - 12th Avenue South	United Church of Canada	700

MOUNTAINS OF OPPORTUNITY

CRANBROOK

CITY OF CRANBROOK
40-10TH AVENUE SOUTH
CRANBROOK, BC V1C 2M8
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